

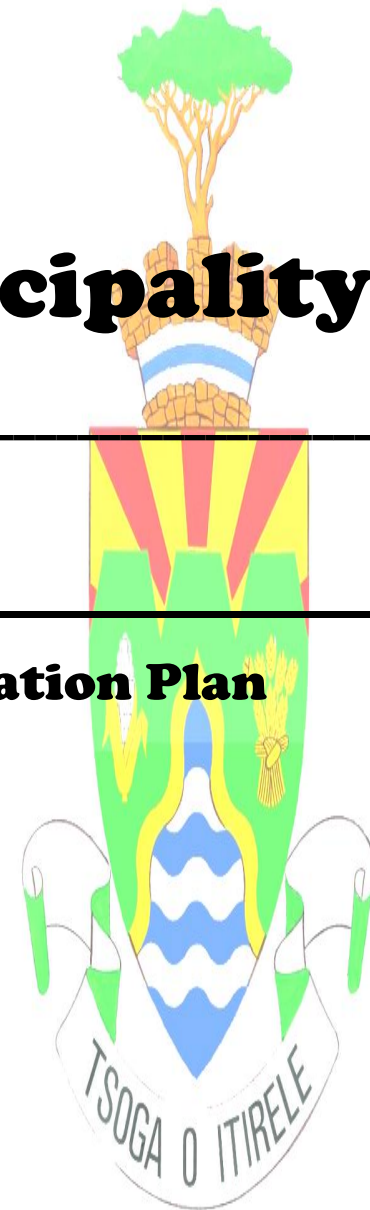
# **Moretele Local Municipality**

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**2017/2018**

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## **Service Delivery Budget Implementation Plan Final**



Revision Control

Final

May 2017

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Strategic Services

IDP/PMS Unit

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## 1. Foreword by the Mayor

The Service Delivery Implementation Plan (SDBIP) is based on the municipality approved Integrated Development Plan (IDP) for 2017/2018.

The IDP is used by the municipality as a guide in the Administration, development and the allocation of budget resources in direct relation to the needs determined by residents. As in any growing municipality where an array of socio-economic factors impact on the availability of revenue, the key to effective IDP implementation lies with responsible management and balancing of available resources.

The SDBIP and its development, implementation and ultimate reporting by means of the Annual Performance report is a key governance mechanism in the municipalities ability to secure and improve from the qualification audit outcome obtained for the past two (2) financial towards clean audit outcome. The SDBIP utilises strategies and priorities to align the performance indicators to the IDP.

The strategic objectives for and priorities for the five year municipal IDP are:

SO 1: To promote access for all citizens to equitable, appropriate and sustainable Infrastructure and services within a safe environment.

- PR 1 Water supply
- PR 2 Sanitation
- PR 3 Streets and storm-water management
- PR 4 Electricity
- PR 5 Housing Development
- PR 6 Disaster Management

SO 2: To ensure ecological integrity through sustainable practices of municipal governance.

PR 7 Environmental and Waste Management

SO 3: To create an enabling environment for economic growth that attracts investors.

PR 8 decent employment and job creation

PR 9 rural developments

SO 4: To facilitate real opportunities for youth, women and disabled and appropriate care for older persons

PR 10 Education, youth and development, vulnerable groups

PR 11 Health/HIV & AIDS

SO 5: To ensure a municipality that is committed to an innovative approach, prudent investment of public funds, good governance, financial viability and optimal institutional transformation that accommodates diversity in service delivery;

PR 12 Sound Financial Planning

PR 13 Institutional Capacity Building

SO 6: To develop progressive strategies to optimise the use of human resource; and

PR 14 Skills development and education

SO 7: To establish common vision and create cohesion in government's work and seeking close partnership with citizenry;

PR 15 Ward Committees and Communication

PR 16 Responsive, accountable, effective and efficient municipal system

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**Cllr Makinta Andries Monaheng**

**Mayor**

## 2. Draft SDBIP Approval

### Moretele Local Municipality

2017/2018 SDBIP Approval

The Final 2017/2018 Service Delivery and Budget Implementation Plan  
is hereby approved in terms of section 53(1)(c)(ii) of the  
Municipal Finance Management Act of 2003.

\_\_\_\_\_  
Cllr M A MONAHENG

Hon Mayor

\_\_\_\_\_  
Date



### **3. Overview by the Accounting Officer**

Nothing is as exciting as the beginning of a new term of office for councillors and administrators alike. This presents an opportunity to reflect on what was achieved by the previous leadership, in order to maintain that. Again an opportunity to reflect on what failed, in order to learn from and improve for future success.

The pronouncement by the Premier of North West to reposition, rebrand and renew the image of the province requires developmental planning that is aligned to the five pillars that support the RRR campaign.

Moretele local municipality has set targets that will ensure the equitable delivery of service across our 26 wards as prioritised by our communities. The municipality has also set clear targets with regards to its VTSD spending to ensure the sustainability of local economies.

The bigger part of our budget allocation is set to address the water shortage that the community continues to experience. I am elated to announce that this 5 year planning period will be characterised by the completion of a few water projects that will alleviate the plight of communities. We look forward to another five years of a healthy and rewarding relationship with the community of Moretele Local Municipality.

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**Mr I S Maroga**

**Acting Municipal Manager**

#### **4. SDBIP Context**

The Municipal Finance Management Act (MFMA) No. 56 of 2003 defines the “service delivery and budget implementation plan” as the detailed plan approved by the Mayor of the municipality in terms of Section 53 (1) (c) (ii) for implementing the municipality’s delivery of municipal services and its annual budget and which must include the following:-

- a) Projections of each month of-
  - (i) revenue to be collected, by source; and
  - (ii) operational and capital expenditure, by vote;
- b) Service delivery targets and performance indicators for each quarter; and
- c) Any other matters that may be prescribed, and includes any revisions of such plan by the Mayor in terms of section 54(1)(c).

In terms of Section 53 (i) (c)(ii) of the MFMA, the SDBIP must be approved by the Mayor of a municipality within 28 days of the approval of the budget

#### **4.1 Budget processes and related matters**

Section 53 (4) requires that the mayor of a municipality must—

- (a) provide general political guidance over the budget process and the priorities that must guide the preparation of a budget;
- (b) co-ordinate the annual revision of the integrated development plan in terms of section 34 of the Municipal Systems Act and the preparation of the annual budget, and determine how the integrated development plan is to be taken into account or revised for the purposes of the budget; and
- (c) take all reasonable steps to ensure—
  - (i) that the municipality approves its annual budget before the start of the budget year;

(ii) that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; and

(iii) that the annual performance agreements as required in terms of section 57(1)(b) of the Municipal Systems Act for the municipal manager and all senior managers-

(aa) comply with this Act in order to promote sound financial management;

(bb) are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan; and

(cc) are concluded in accordance with section 57(2) of the Municipal Systems Act.

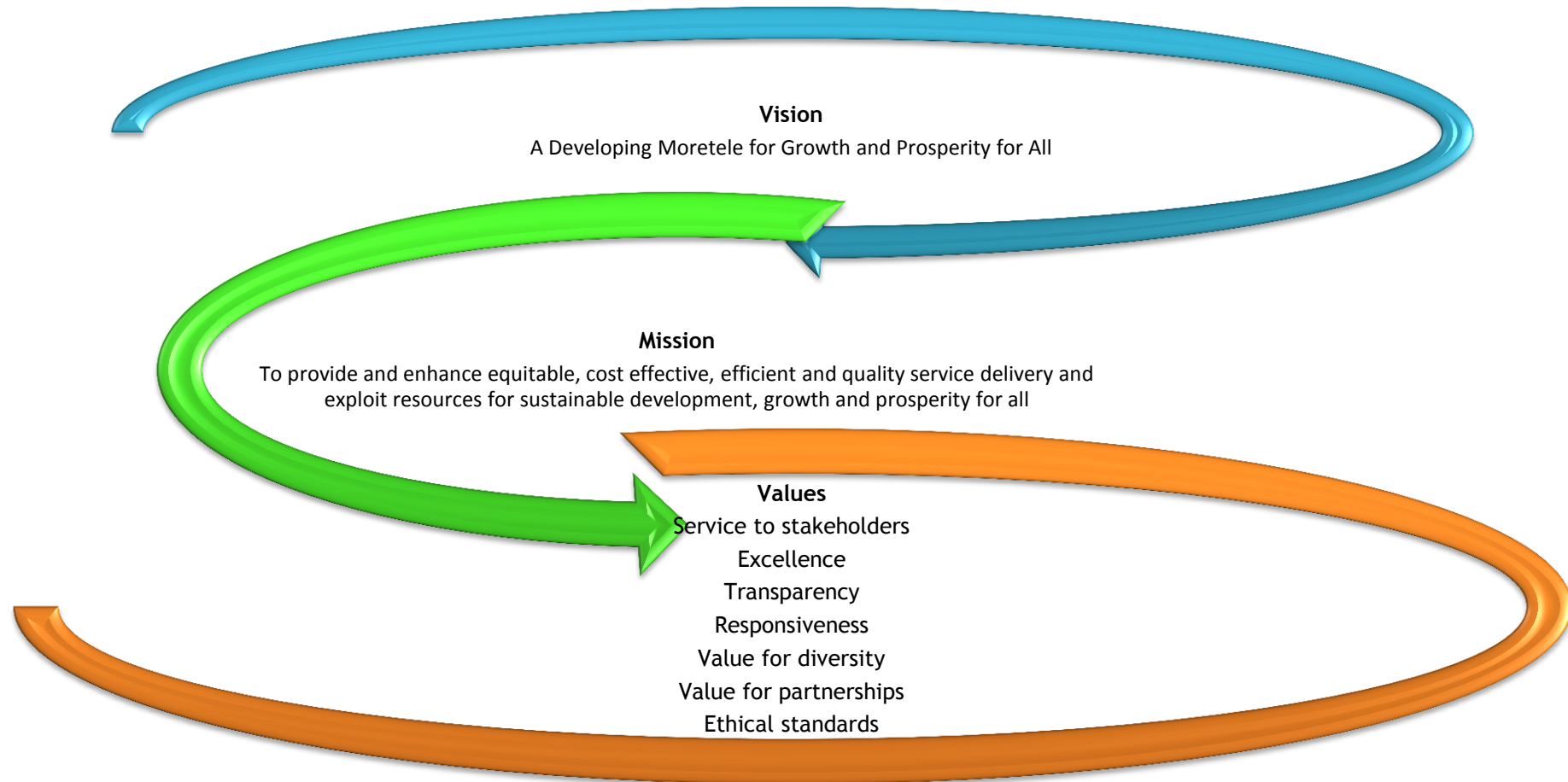


## 4.2 Components of the SDBIP

Component	Description
Monthly Projections of Revenue to be Collected for each Source	<ul style="list-style-type: none"> <li>○ The Municipality has to institute measures to achieve its monthly revenue targets for each source</li> <li>○ These measures will enable the Municipality to assess its cash flow on a monthly basis with a view to undertaking contingency plans should there be a cash flow shortage or other challenges and positives</li> </ul>
Monthly Projections of Expenditure and Revenue for each Vote	<ul style="list-style-type: none"> <li>○ The monthly projection of revenue and expenditure per vote relate to the cash paid and reconciles with the cash flow statement adopted with the budget</li> <li>○ The focus under this component is a monthly projection per vote in addition to projections by source</li> </ul>
Quarterly Projections of Service Delivery Targets and Performance Indicators for each Vote	<ul style="list-style-type: none"> <li>○ This component of the SDBIP requires non-financial measurable performance objectives in the form of service delivery targets and other indicators of performance</li> <li>○ The focus is on outputs rather than inputs</li> <li>○ Service delivery targets relate to the level and standard of service being provided to the community and include the addressing of backlogs in basic services</li> </ul>
Detailed Capital Budget Broken Down by Ward over Three	<ul style="list-style-type: none"> <li>○ Information detailing infrastructural projects per ward containing project description and anticipated capital costs over the three year period</li> </ul>

Component	Description
Year	

## 5. Municipality's Vision

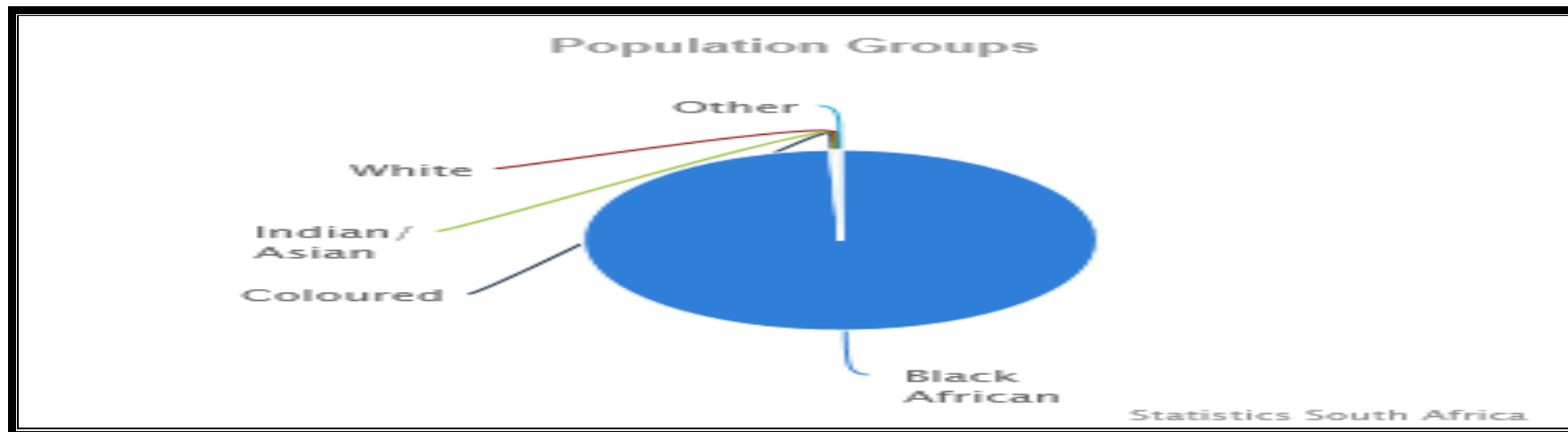


## 6. Summary Demographics

### 6.1 Demographics

#### Population

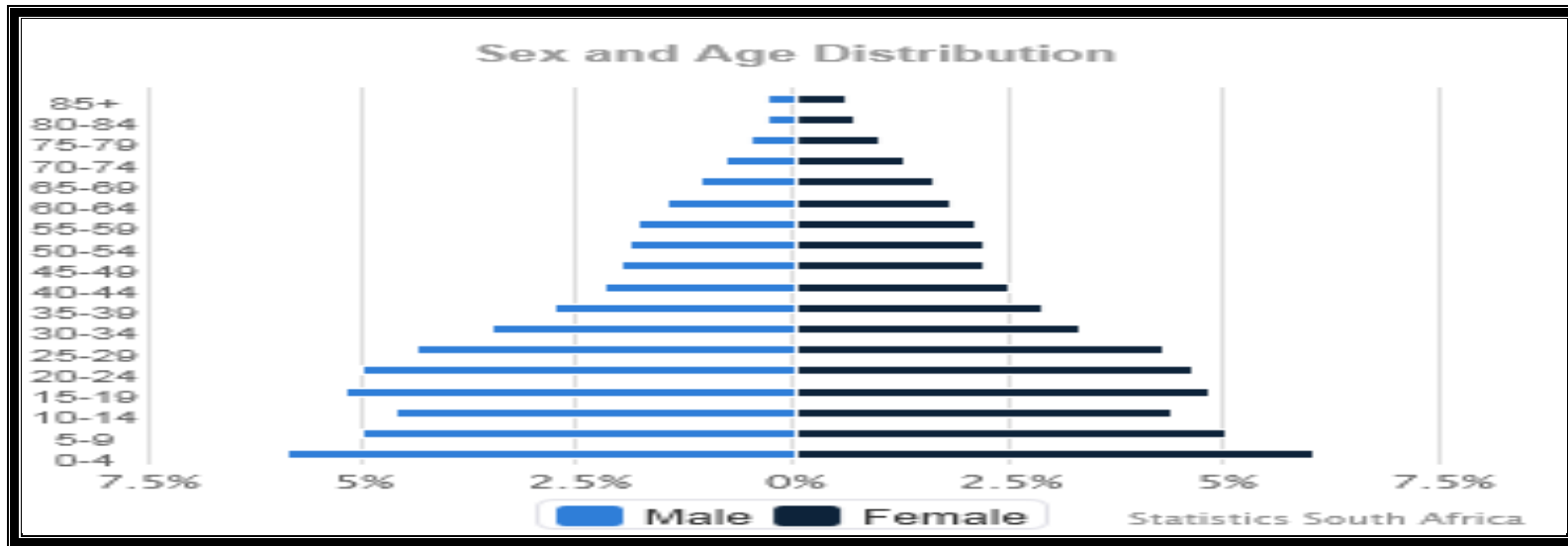
The Moretele Local Municipality has a total population of 186 947, highly rural with 88% of the population residing in traditional areas, about 7,4% residing in urban areas and about 3% residing on smallholdings. Black Africans constitute 99,4% of the Moretele Local Municipality's population. The most commonly spoken or dominating language is Setswana. More than half of the population (51%) is female. At age 85 and older, there were more than twice as many women as men. People under 15 years of age made up over a quarter of the population (30,9%), people aged between 15 and 64 constitute more than half of the population (60,9%) and people aged 65 and older made up 8,2% of the population.



Source: Statssa Census 2011

## Sex and Age Distribution

The figure below indicates that the population structure of Moretele is made up of a higher percentage of persons between the ages of 0 to 34.

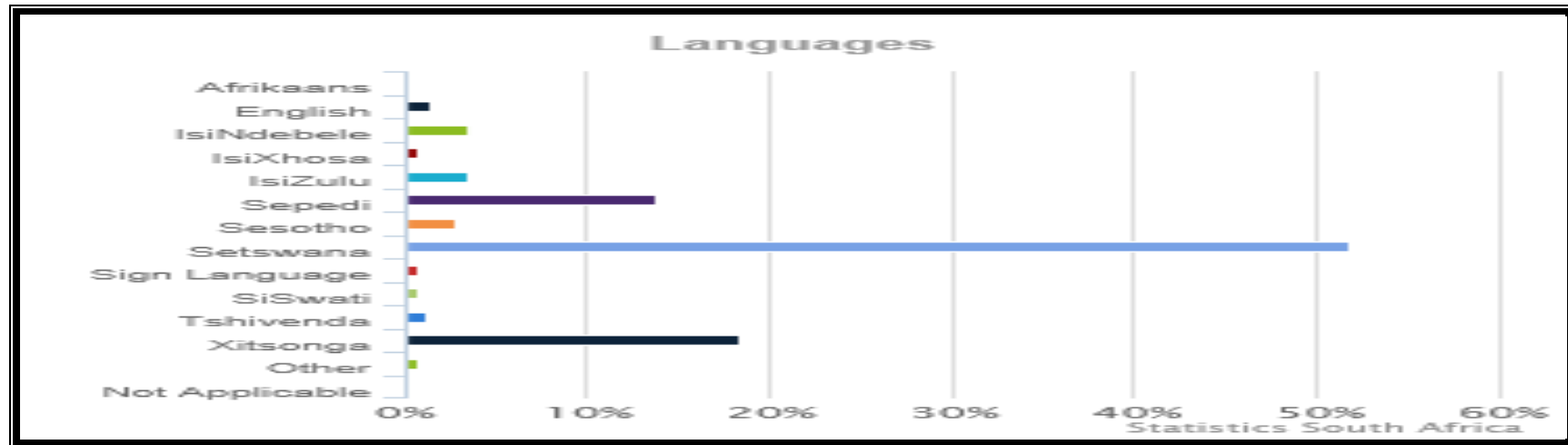


## Development implication

- The figure suggests that the municipality has to plan and develop infrastructure that caters for the needs of this sector of the population. These includes:
  - Sports and Recreation
  - Education and Library services
  - Economic Development

## Languages

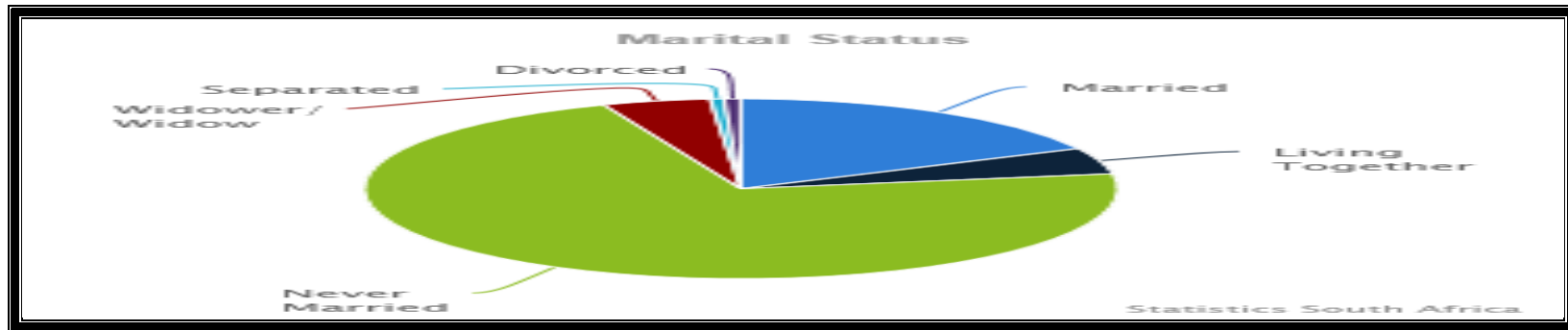
Setswana Speaking persons account for 51,6% of the population, followed by Xitsonga Sepedi speaking respectively at 18,4 and 13,8% respectively.



Source: Statssa Census 2011

## Marital Status

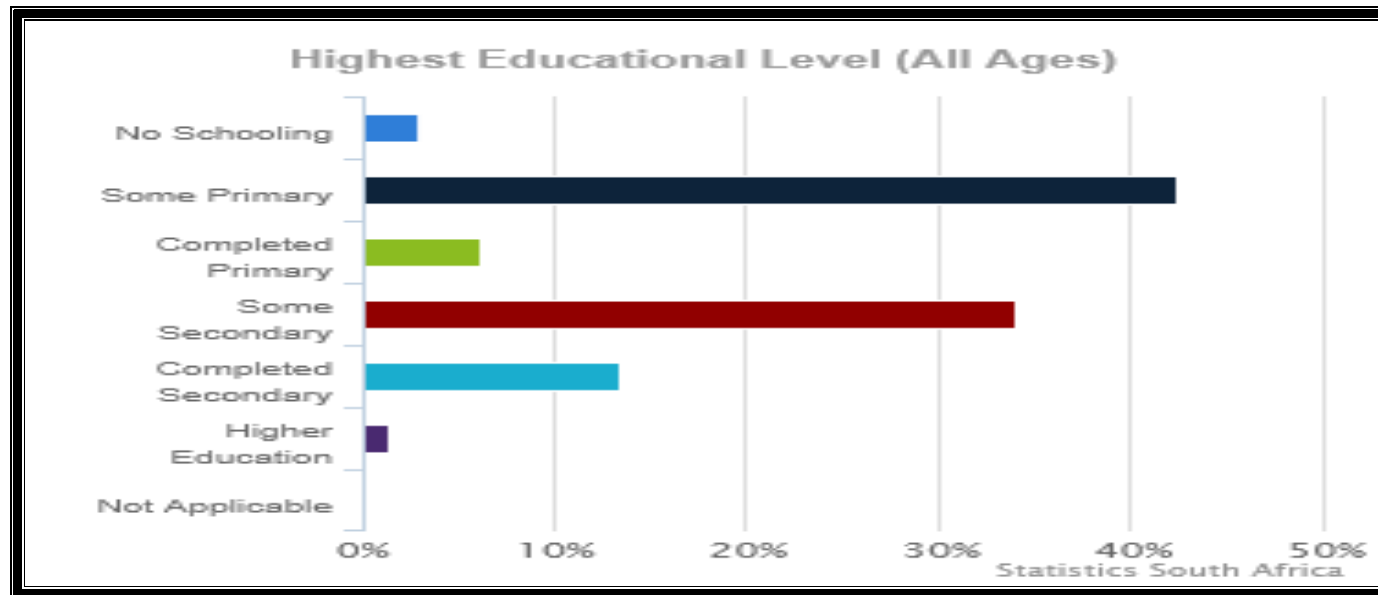
The figure below indicates that 17,6% of the population was counted as married whereas 71,7% was counted as unmarried



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### Education Levels

Only 1, 4% persons had access to higher education. 42, 3% had attended some primary education with about 13,3 who had attended/ completed secondary education. The level of education as indicated in the figure points to lower levels of skills and economic opportunities which in the main points to high levels of unemployment and indigency.



Source: Statssa Census 2011

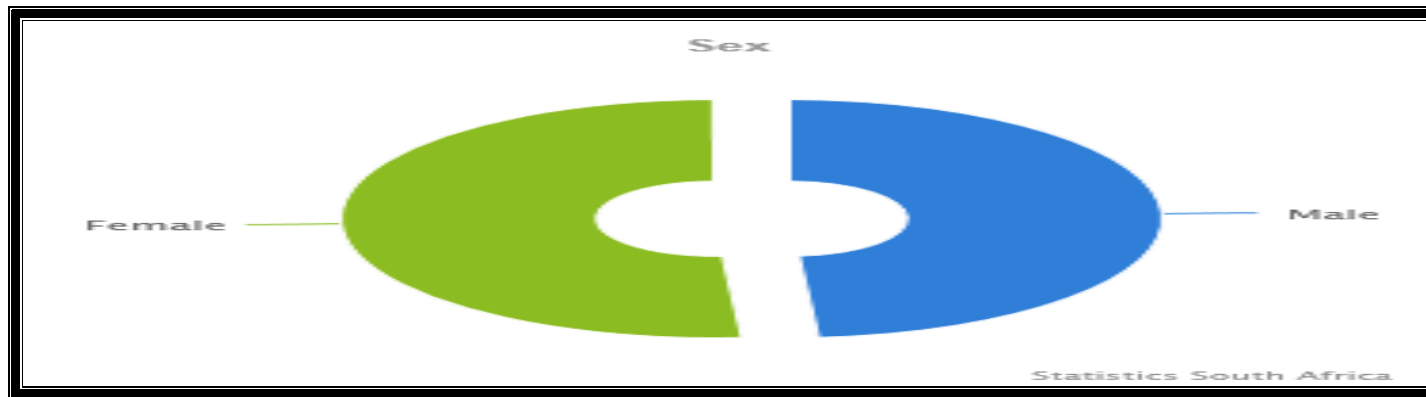
#### Development Implications

- The figure suggests that the municipality has to plan and develop measures that have to mitigate on the situation depicted above. These includes:
  - Collaboratively work with other sectors in ensuring that education opportunities is accessible to all
  - Implementation of sustainable skills development programmes
  - Facilitation of investment into the municipal area for improved access to job opportunities



### Sex/Gender

The figure below indicates that women constitute 51, 2% persons out of the total 186 947 by 2011.



Source: Statssa Census 2011

### Living Conditions

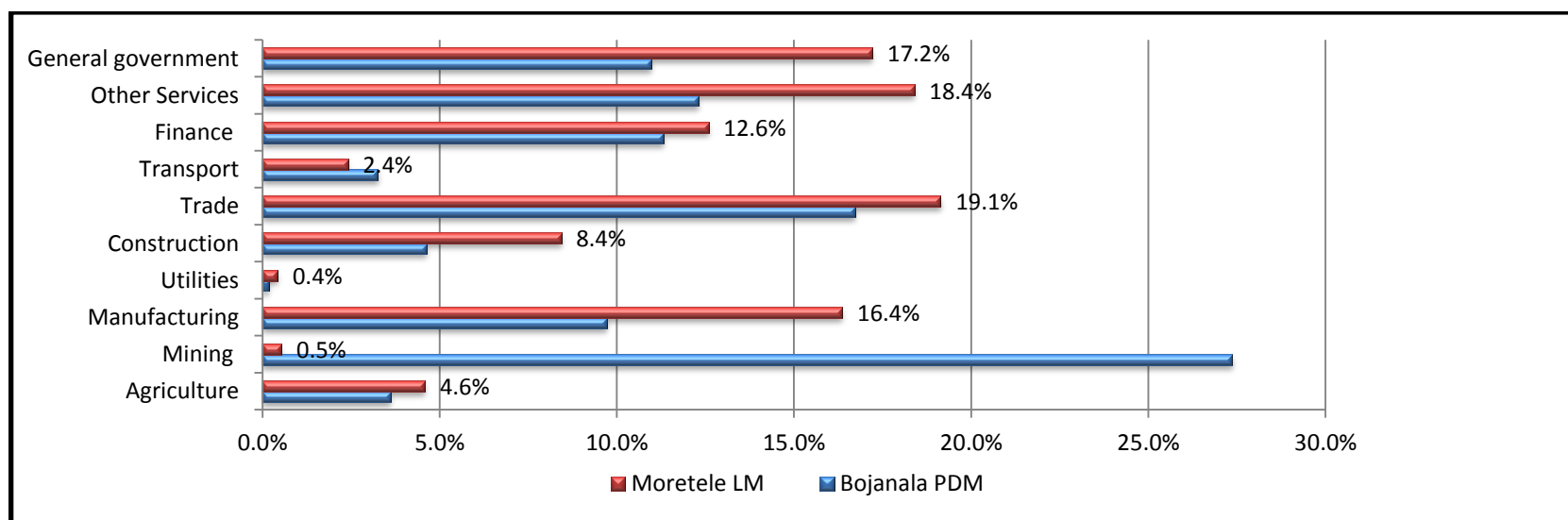
The Moretele Local Municipality has a relatively rural population, with more than 88% of the population located in traditional areas. There are about 52 063 households in Moretele with an average household size of 3,6. More than 80% of the population lives in formal dwellings and about 15% of households occupy informal dwellings.

## Economic Analysis

The municipality has vast tracts of land which can be used to harness economic development opportunities. It is believed that livestock farming is the main type of farming activity that is carried out in the local municipality. The tourism sector in the Moretele Local Municipality is not well established. Trading Services are key economic drivers of the local economy. The District economy is largely driven by mining primarily around Rustenburg and Brits. The weakness for the local economy is that there are no industries to boost the economy and create jobs to cushion poverty for the more than 25 000 people who are unemployed.

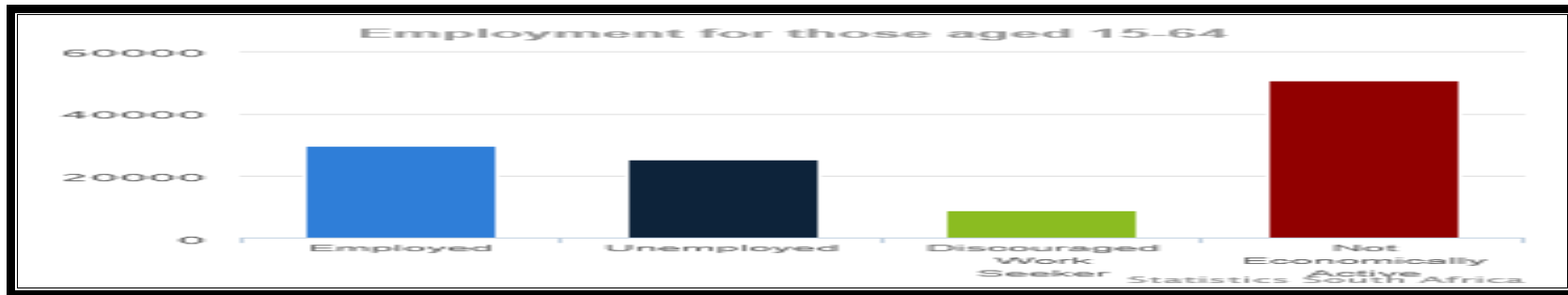
### Employment by sector

The figure indicates that general government services, other services, trade and manufacturing are the key drivers of employment creation in the municipality.



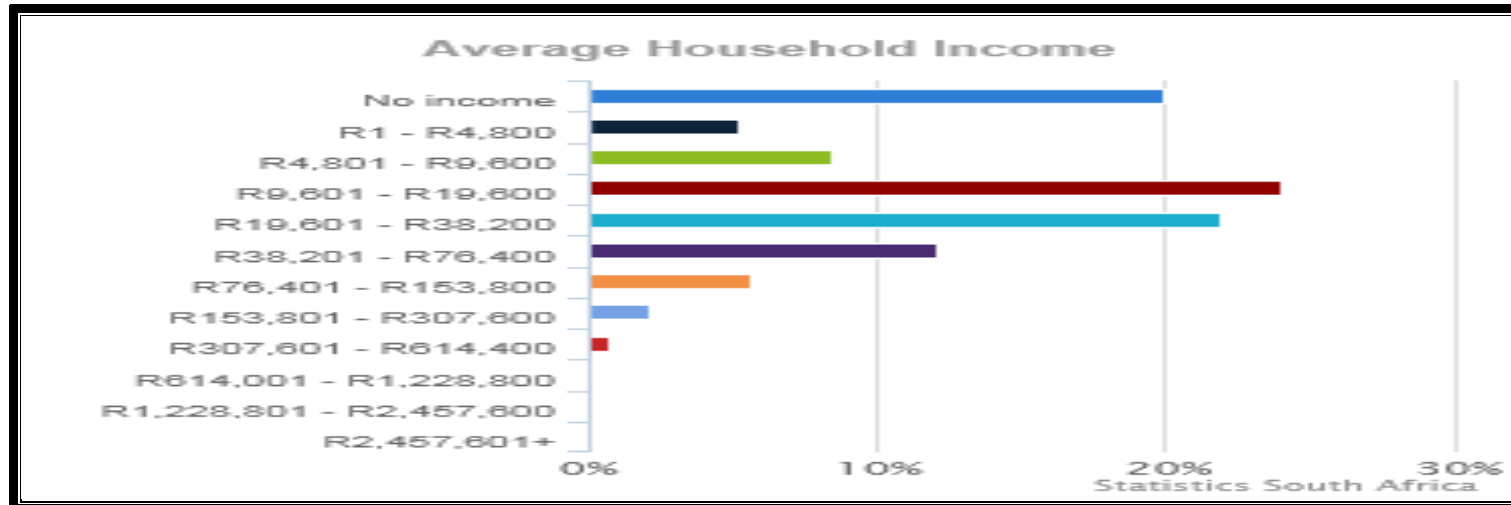
Source: Quantec Research, Standardised Regional, 2010

### Employment (15 - 64)



### Average Household Income

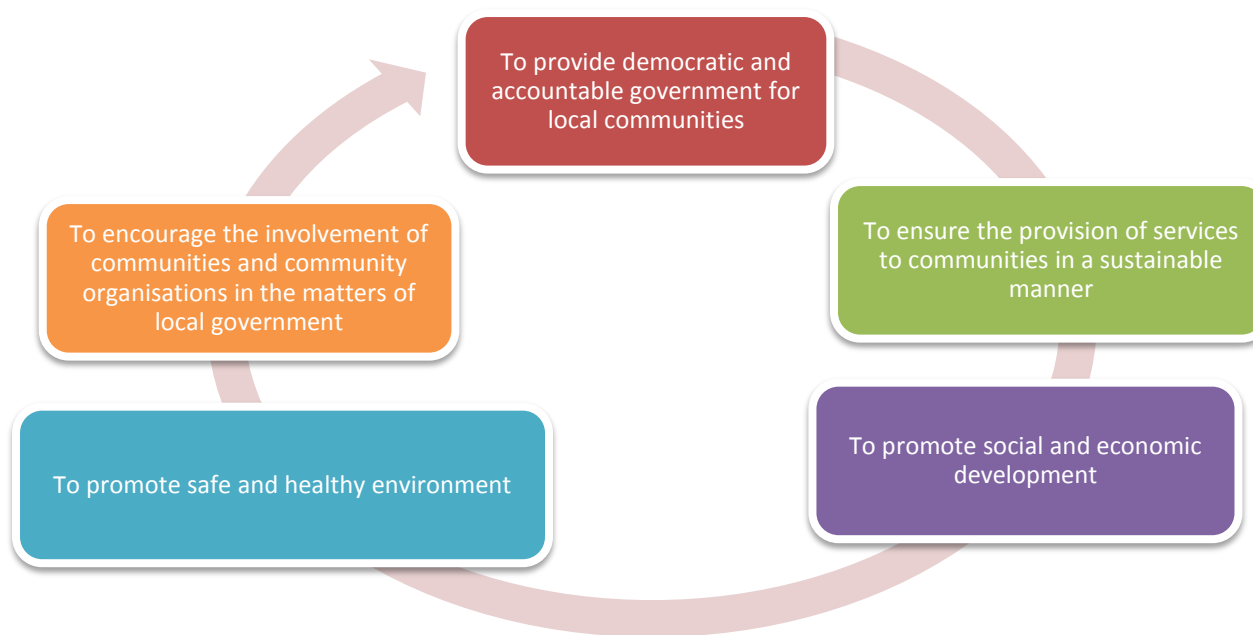
The figure indicates that 19,9% economically active persons have no income, with about 23,9% earning in the category of R9,601 to R19,600, followed by 21,8% of those earning in the R19,601 to R38,200 category.



## 7. Municipal Mandate and Powers and Functions

## 7.1 Mandate

Section 152 of the Constitution of the Republic Mandates local government to perform the following functions as depicted by the figure below:



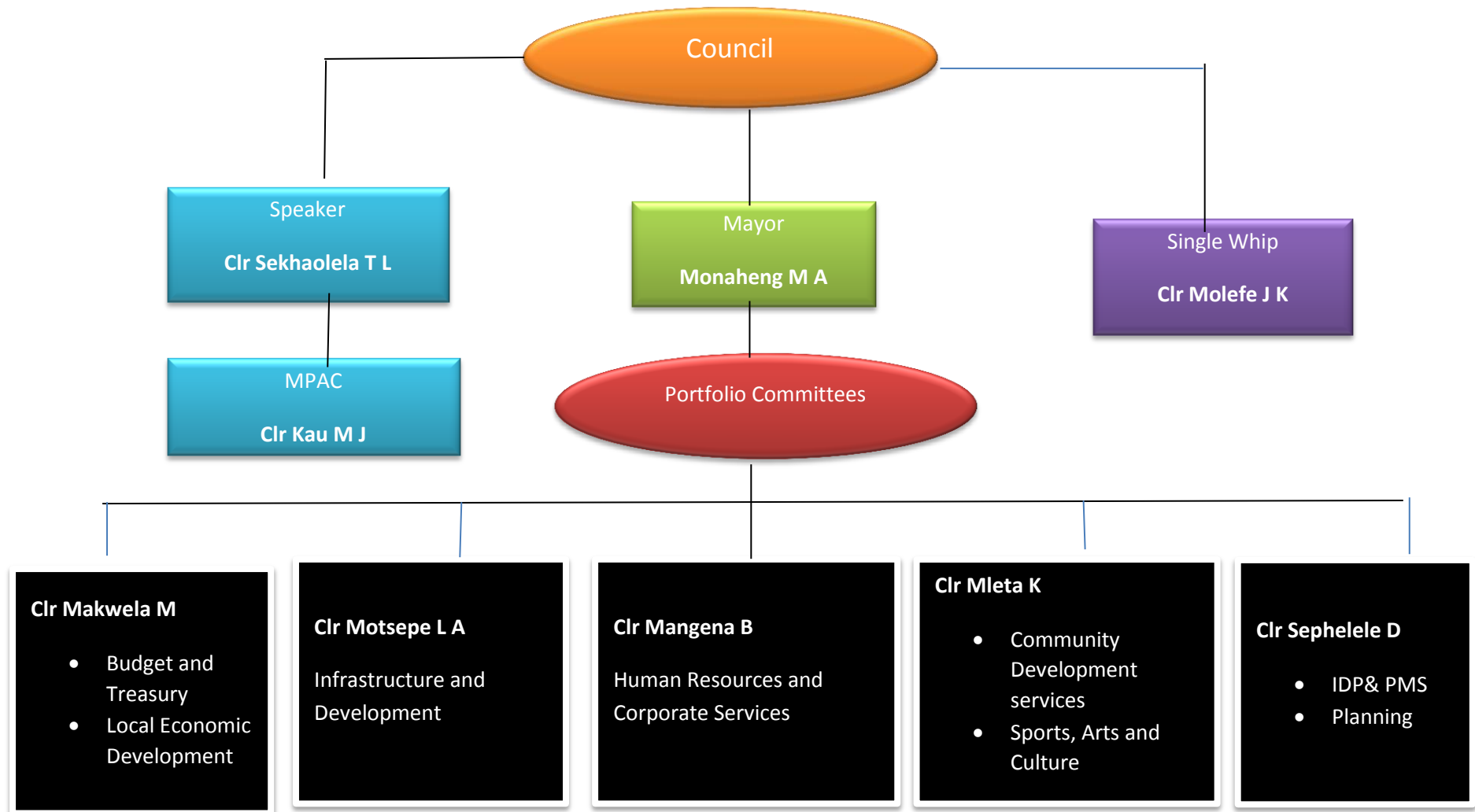
## 7.2 Powers and Functions

The table below provides a list of allocated powers and functions of the municipality in accordance with Schedule 4 B and 5 B of the Constitution (1996) and Sections 83, 84, 85 and 86 of the Municipal Structures Act.

Authorized Functions			Non Authorized
<ul style="list-style-type: none"> <li>• Air Pollution</li> <li>• Local tourism</li> <li>• Municipal Airport</li> <li>• Storm Water</li> <li>• Sanitation</li> <li>• Billboards and the Display of Advertisement in Public Places</li> <li>• Control of Public Nuisance</li> <li>• Fencing and Fences</li> <li>• Local Amenities</li> <li>• Local Sports Facilities</li> <li>• Municipal Parks and Recreation</li> <li>• Public Places</li> <li>• Street Lighting</li> </ul>	<ul style="list-style-type: none"> <li>• Building Regulation</li> <li>• Municipal airport</li> <li>• Municipal Public Transport</li> <li>• Trading Regulations</li> <li>• Beaches and Amusement Facilities</li> <li>• Cemeteries, Funeral Parlours and Crematoria</li> <li>• Control of Undertaking that Sell Liquor to the public</li> <li>• Licensing of dogs</li> <li>• Markets</li> <li>• Noise Pollution</li> <li>• Refuse Removal, refuse Dumps and solid waste disposal</li> <li>• Traffic and Parking</li> </ul>	<ul style="list-style-type: none"> <li>• Child Care Facilities</li> <li>• Municipal planning</li> <li>• Pontoons and Ferries</li> <li>• Water (potable)</li> <li>• Billboards and the Display of Advertisement in Public Places</li> <li>• Cleansing</li> <li>• Facilities for the accommodation, care and burial of animals</li> <li>• Licensing of undertakings that sell food to the Public</li> <li>• Municipal Abattoirs</li> <li>• Pounds</li> <li>• Street Trading</li> </ul>	<ul style="list-style-type: none"> <li>• Electricity</li> <li>• Fire fighting</li> <li>• Municipal Health Services</li> </ul>

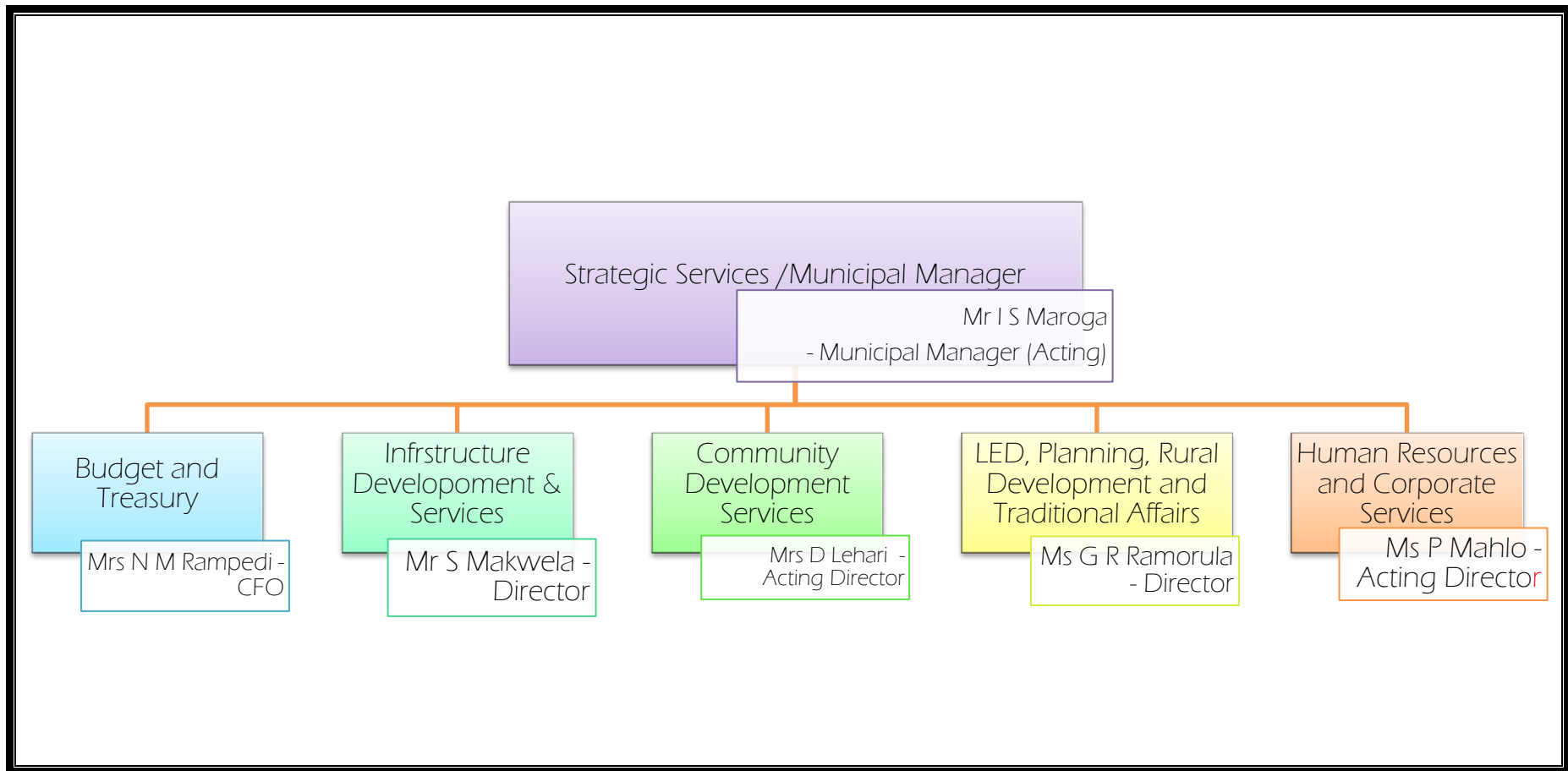
## 8. Institutional Arrangements

## 8.1 Political Structure



## 8.2 Administrative Structure

The figure below depicts the administrative structure that has been approved by Council which created six directorates.



## 9. Financial Plan

## 9.1 2017/2018 Final Budget

### LEGISLATIVE COMPLIANCE

MFMA Section 24(2) states that in order for a municipality to comply with subsection (1), the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year.

### BUDGET SUMMARY

Municipality applied the guideline provided by National Treasury on Circular 85. It has considered improving revenue management, affordability of providing free basic services, curbing consumption of services by indigents to ensure they don't exceed their allocation and cost cutting measures to ensure that service delivery and payments of services will be implemented by this budget.

### KEY FACTORS WHICH INFLUENCED THE 2017/18 DRAFT BUDGET ARE AS FOLLOWS:

National Treasury MFMA Budget's Circulars 85 was used to guide the compilation of the municipality's budget and medium term revenue and expenditure framework (MTREF) for the 2017/2018 financial year.

MFMA Circular No 85 Municipal Budget Circular for the 2017/18 MTREF provided that the ability of customers to pay for services is declining and this means that less revenue will be collected. Therefore municipalities must consider the following when compiling their 2017/18 MTREF budgets:

- Improving the effectiveness of revenue management processes and procedures;
- Paying special attention to cost containment measures by, amongst other things, controlling unnecessary spending on nice-to-have items and non-essential activities;
- The affordability of providing free basic services to all households; and
- Curbing consumption of water and electricity by the indigents to ensure that they do not exceed their allocation.



The Circular further provided the CPI and salaries increment basis for the three budget years.

The Division of Revenue bill which contains the grants and subsidies from National is the only gazette included in this draft annual budget. Increases in tariff and property rates should be affordable in comparison with the inflation rate but the increases are to be cost-reflective in cases where the increases in input costs are beyond the control of the municipality, for example, the cost of supplying water. However tariffs are not yet cost reflective, if they were reflective the debtors book would be worse than it is now as there is there a non-payment culture due to insufficient water supply.

#### BUDGET ASSUMPTIONS

- Salary budget is projected on an increase of 7.36% for municipal staff and councilors for the 2017/18 financial year, (average CPI of 6.1% ).
- Bulk purchase is increased with 6.1% of the CPI
- Increases on revenue income is between 0% to 6.1%.
- Eskom cost on consumption and free basic service is projected on 6.1%

#### Operational and Capital Revenue

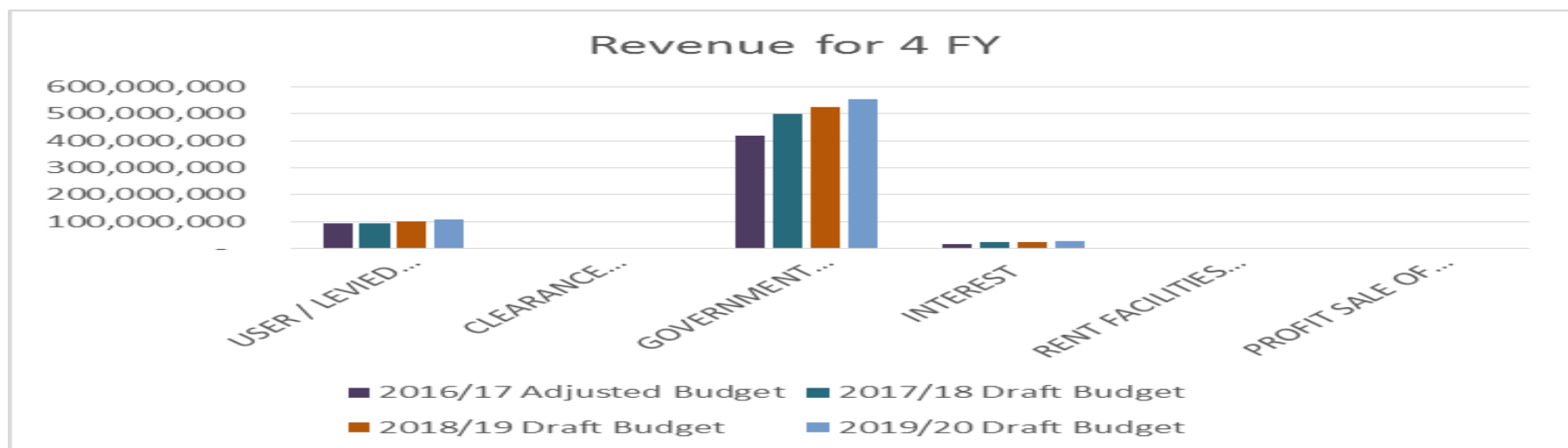
##### Operating Surplus

The total operating expenditure is R467-million and the total revenue is R618-million, therefore the operating surplus is R150-million.

	2017/2018	2018/2019	2019/2020
TOTAL EXPENDITURE	467,713,662	490,046,437	520,079,309
TOTAL OPERATING INCOME	-618,614,458	-650,892,140	-689,910,830
<b>TOTAL OPERATING SURPLUS / DEFICIT</b>	<b>-150,900,797</b>	<b>-160,845,702</b>	<b>-169,831,521</b>

#### Revenue

<b>Description</b>	<b>Adjusted Budget</b>	<b>2017/18 Draft Budget</b>	<b>2018/19 Draft Budget</b>	<b>2019/20 Draft Budget</b>
USER / LEVIED CHARGES	92,349,041	95,066,608	100,865,671	107,018,477
CLEARANCE CERTIFICATE	3,017	3,201	3,396	3,603
GOVERNMENT GRANT AND SUBSIDIES	417,939,683	498,510,576	523,463,647	554,711,027
INTEREST	17,483,137	23,868,960	25,324,967	26,869,790
RENT FACILITIES AND EQUIPMENT	106,941	113,465	120,386	127,729
PROFIT SALE OF ASSETS	177,466	188,291	199,777	211,964
<b>TOTAL INCOME GENERATED</b>	<b>528,620,835</b>	<b>618,614,458</b>	<b>650,892,140</b>	<b>689,910,830</b>



The total revenue budget for 2017/18 is R618,6-million and it has grown from the 2016/17 adjusted budget of R528,6-million, the growth is 15% which represented R89,9-million growth.

Moretele Municipality is still dependent on grants as a major contributor of revenue. The Gazetted Revenue Act has confirmed the following transfers to the municipality:

The revenue grants are R499-million for 2017/18 funded by transfers from National Departments. The Provincial Bill has not yet issued for municipality to know allocations for 2017/18, however there was a letter of confirmation for Department of Sports and Recreation of R15 million. The following narrations indicates all revenue to be received and Charged in 2017/18 financial years:

#### Grants and Subsidies- Operational Transfer

	2016/2017	2017/2018	2018/2019	2019/2020
<b>GOVERNMENT GRANT AND SUBSIDIES</b>	<b>Adjusted</b>	<b>DRAFT</b>	<b>DRAFT</b>	<b>DRAFT</b>
EQUITABLE SHARE	-263,905,000	-284,500,000	-305,804,000	-322,408,000
WATER OPERATIONAL SUBSIDY	-45,095,000	-62,000,000	-74,000,000	-80,000,000
MIG/CMIP	-101,410,000	-131,845,000	-123,778,000	-131,095,000
EPWP	-4,228,000	-1,544,000	-	-
FINANCE MANAGEMENT GRANT	-1,810,000	-2,145,000	-2,400,000	-2,660,000
SPORT, ART AND CULTURE	-1,391,683	-16,476,576	-17,481,647	-18,548,027
LGSETA	-100,000	-	-	-
<b>SUB-TOTAL GOVERNMENT GRANT AND S</b>	<b>-417,939,683</b>	<b>-498,510,576</b>	<b>-523,463,647</b>	<b>-554,711,027</b>

#### ■ Equitable Share

In terms of the 2017/18 Division of Revenue Bill the Equitable Share increases from R263,9-million in 2016/17 to R284,5-million in 2017/18 financial year, is projected to increase to R305,8-million in the 2018/2019 financial year and R322,4-million in the 2019/20. Equitable share contributes 59% of the total grants and Subsidies.

#### ■ Extended Public Works Programme Grant

- In terms of the 2017/18 DoRA the EPWP has decreased from R4,2-million to R1,5-million. This is due to the EPWP business plan which was revised in the middle of the year and affected spending in the first six months of the financial year. The funds will be used to fund salaries of EPWP officials and cleaning programme.

- **Finance Management Grant ( FMG)**

FMG has increased from R1,8-million in 2016/17 financial year to R2.1-million 2017/18, and will increase to R2,4-million in 2018/19 and R2,7-million in 2019/20. This grant is meant to provide capacity in Budget and Treasury Office by appointing five Interns and other programmes such as addressing MSOA, audit findings, training and capacity development.

- **Department of Sport, Art and Culture**

The provincial allocation for Library is projected at R1,9-million and has not been gazetted, however it will be confirmed before the adoption of the 2017/18 final annual budget.

An amount of R500 000 was transferred to Municipality in the past financial years for Maubane Cultural Village, and the funds were not spent. The delay was on community disruption fighting for project ownership. Correspondence was done with the department and confirmation to continue with the project has been secured.

## **Grants and Subsidies- Capital Transfers**

Total capital grants for 2017/18 is R 203, million inclusive of all listed below grants:

- **Municipal Infrastructure Grant**

Allocation for MIG was R101 million in 2016/17, it has increased to R131,8-million 2017/18. The projection for reflects a decrease to R123,7-million in 2018/19 and slight increase to R131-million in 2019/20 financial year. Municipality has priorities water and sanitation on new projects and complete projected community project which commenced in 2016/17 financial year.

#### Department of Water Affairs

DWA allocation has increased from R45-million in 2016/17 R62-million in 2017/18 financial year, the grant will increase to R74-million in 2018/19 and R80-million in 2019/20. The grant is for Municipal water Infrastructure Grant. The grant will assist in fast racking water storage and reticulation projects.

#### Department of Sports and Recreation

The grant allocation is R15-million for 2017/18 and it was not allocated in previous years, this grant was confirmed through a letter and has not been gazetted.

#### Trading services- Water and Refuse

<b><u>USER / LEVIED CHARGES</u></b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
	<b>DRAFT</b>	<b>DRAFT</b>	<b>DRAFT</b>
CHARGES : RATES AND TAXES	-47,798,763	-50,714,487	-53,808,071
CHARGES : REFUSE REMOVAL	-18,843,730	-19,993,198	-21,212,783
CHARGES : WATER SALES	-1,742,685	-1,848,989	-1,961,777
CHARGES : WATER BASIC	-26,665,953	-28,292,577	-30,018,424
CHARGES : YARD CONNECTIONS	-15,477	-16,421	-17,423
	-	-	-
<b>SUB-TOTAL USER / LEVIED CHARGES</b>	<b>-95,066,608</b>	<b>-100,865,671</b>	<b>-107,018,477</b>

It is be noted that property tax is not levied to cover the cost of water, or refuse removal services, but property rates is a tax to provide the municipality with the necessary sources of revenue to fulfil its developmental responsibilities. Local government as a sphere of government is dependent on tax as a form of main revenue which fund services such as community facilities and traffic control, disaster management services, town planning matters and development, cemeteries and roads etc.

As highlighted in Back to Basic Approach that “The viability of certain municipalities is a key concern. The low rate of collection of revenue continues to undermine the ability of municipalities to deliver services to communities. The collection for Moretele Municipality is still below 20%. The following projection are listed below

■ **Property Rates**

Property Rates will remain at R47,7-million as they are regulated by Municipal Property Rated Acts.

■ **Water and Refuse**

Water and Refuse removal anticipated revenue on services charges from water has been increased from R44,535 million to R47-million in the 2017/18 with increase of 6.1% when compared with 2016/17 budget year, collection rate on this services is still below 10%, but provision is made for debt impairment. The current strategy is to apply flat rate on all areas receiving water.

There municipality will have revenue summit before the commencement of the 2017/18 budget year to come up with strategies to improve revenue collection in order to ensure that they deliver services in more efficient manner.

#### ■ Rental of facilities

Rental of halls, municipal building such as office at MPCC is projected at R113 thousands in 2017/18, increased from R106 thousand in 2016/17 budget year.

#### ■ Interest on Investments

The projected interest on investment has been projected to grow from R11 million in the 2016/17 to R12,5-million in 2017/18 financial year. The projected growth is based on cash flow management that will put in place to ensure that funds to not readily needed are preserved in interest accrued accounts. Municipality has improved its cash flow and provisions are cash back and securely invested.

#### ■ Other Revenue

The projected revenue for other revenue is projected to be R37 thousand, however in the last financial year it had a budget of R256 thousand. The projected revenue drop because municipality does not anticipate to advertise many projects because most project started in last financial year.

#### ■ Cash-back Reserves

Currently the municipality has investment to the value of R135-million and estimated expenditure is R37-million. Therefore the municipality will be left with approximately R98-million at year end. There is an amount of R24 million which is outstanding from SARS for 2016/17 for Input VAT. The cash and cash equivalent as at year end is projected to be R98 million. Municipality has set aside R71 million to cover capital budget. Nedbank has balance of R30 million, VBS Mutual bank has balance of R80 million and Absa standing at R25 million.

### Operating expenditure

According to Back to Basic Approach, Municipalities must be well governed and demonstrate good governance and administration - cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability. The budget of 2017/18 has priorities activities that will address good governance and improve stake holder consultations. The budget will also focus on capacitating the existing staff to meet required minimum competencies as required by Treasury Regulations.

The budget Circular 85 of MFMA should be taken into consideration for cost containment in relation to all expenditures to be incurred.

The total operational expenditure budget for 2017/18 is R467,7-million and is divided as follows;

	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
	<b>DRAFT</b>	<b>DRAFT</b>	<b>DRAFT</b>
EMPLOYEE/COUNCILLORS RELATED COST	131,407,662	134,451,338	143,728,480
GENERAL EXPENSES DEPARTEMENTS	191,956,893	203,282,350	215,072,726
BULK PURCHASES	24,742,520	26,251,814	27,853,174
CONTRACTED SERVICES	54,434,594	57,041,783	60,399,460
REPAIR AND MAINTENANCE	24,881,143	26,349,131	27,877,380
DEPRECIATION	40,290,849	42,670,023	45,148,088
<b>TOTAL EXPENDITURE</b>	<b>467,713,662</b>	<b>490,046,437</b>	<b>520,079,309</b>

### Salaries and allowances

#### ➤ Salaries

The 2017/18 budget for salaries and allowances has grown to R131-million with 14% increase when compared with the adjusted budget of R113-million 2016/17 financial year. cost of living increase has been projected at 7.36%. There increment of 7.36% is through guidelines provided in Circular 85 of MFMA from National Treasury.



The total employee related cost is 28% of the total operational expenditure budget. The variance is from the posts which were not budgeted in the 2016/17 adjusted budget, and Notch system implementation.

➤ **Councillors Allowances**

The budget has decrease from R17 million to R16.9 million due to the fact that Executive committee number reduced from ten to five, no inflation increases was effected for Mayor, Speaker and executive in 2016/17. Wards were reduced from 28 to 26, which resulted in 52 councillors.

**Basic Sanitation**

The budget for basic sanitation is R20 million, funded by MIG and R10 million from own funding. The adjusted budget for 2016/17 was R23-million, there is a drop of R3-million.

**Bulk Purchases**

The budget for bulk purchase was R23 million in 2016/17 financial year and for 2017/18 is R24,7-million, this is as a result of CPI increase of 6.1% guided by circular 85 of MFMA. Municipality has been experience insufficient water supply.

**Repairs and Maintenance**

New imaginative ways must be explored to encourage more efficient use of resources and to generate the required funding for the maintenance, renewal and expansion of infrastructure to ensure effective service delivery. The budget is 5% of the total operating budget. This will includes, maintenance of high mast lights , water and Roads and to the amount of R 24-million. The guiding norm is 8% of the total property plant and equipment. Municipality's backlog on roads and water, has a direct impact on budget for repairs and maintenance, more focus is still on infrastructure development.

**Free basic services**

Municipality is intending to register at 15 thousands indigent household to benefit on basic service. Budget provisions has been set aside to assist communities with the following social packages and are included in the budget for indigent households total budget is R20-million:

- 10 kl free basic water services at a cost of R 7,5-million
- 50kWh free basic services for electricity at a cost of R 5,9-million
- Free basic service on refuse removal services at R6,5-million
- Rebates on property tax at R 318 thousand

### **Contracted services and consulting services**

#### **Contracted services**

The total contracted services increases from R47-million to R54-million which is 12% of the 2017/18 total operating budget. It is apportioned as follows:

- Water supply in Moretele is still a challenges, this forces the municipality to augment water supply by using water tankering in areas where there is no reticulation or boreholes. The total costs for 2017/18 is R10 million as compared to adjusted budget of R19,9-million and it has decreased to R9-million. The decrease is due to completion on Klipvoer dam upgrade project, commission of the projected is June 2017.
- There is a budget of R11-million in 2017/18 budget, which is for water demand management and water materials under maintenance of contract.
- The Refuse removal adjusted budget for 2016/17 is R14,5-million and is increased to R15,4-million in 2017/18 budget with the CPI of 6.1% .
- Security services will grow from R15,3-million to R16,3-million, the growth is guided by PSRIRA rates.
- There is a land fill budget of R1 million, to maintain the dumping sites.

## Consulting Services

The adjusted budget for consulting services in 2016/17 is R31-million and has been increased to R33-million in 2017/18 budget year. The increase is the CPI 6.1% as per the budget circular 85 of MFMA. It is apportioned as follows;

- Mechanisms of reducing reliance on consultants are in place, R791 thousands has been budgeted for VAT annual review for 2017/18, this is a risk base appointment. Municipality is performing in-house VAT return submission.
- A budget of R750 thousands is made available for Spatial Development Framework
- Fixed Asset Management Register-Budget of R3 million has been budgeted to deal with assets transferred from Madibeng Local Municipality after demarcation in 2016. The budget of R5 million was spent in 2016/17 financial year to deal with legacy issue on unit rate for deemed cost. The support received from consulting firm assisted municipality to obtain unqualified opinion on immovable assets, which was problem from the past financial years.

Capacity constraints still imminent in asset unit, the process of recruitment will start in April for Manager Asset ( currently Manager Expenditure is acting), only Asset Officer is seconded to the unit from payroll roll. Plans are in place to second another official from Revenue to establish the unit, so that skill transfer can be possible.

- Reviewing of annual financial statements:-Budget of R2,5 is allocated to assist with compilation of review of annual financial statement (AFS), municipal officials will compile all components of AFS and technical review will be done by the appointed service provider as well as support during audit.
- Upgrading Financial Management System has a budget of R2,5-million for this budget year. The reason for external assistance is to deal with financial reforms on municipal standard chart of accounting. The process has started in the current year and there was a budget shortfall to pay the required service as per Transversal Contract.

- HR and Corporates Services has a budget of R 15.2 million for the IT and HR sub units for effective IT systems, also to address audit findings raised on the IT system.
- Customer Care call centre service to the value R7-million to address all complains from the community and enhance community participation. Queries of service delivery are registered on the centre.

## **General Expenditure**

### **Local Economic Development/Job Creation Programmes and Community Development**

Priority has being given to maximize job creation by ensuring that service delivery and capital projects use labour intensive methods wherever appropriate by:

- ✓ Ensuring that service providers use labour intensive approaches, community projects through Letsema le Bolotse, which has 390 people spread from all wards with stipend of R1,000 ordinary employees and R1,200 supervisors per month, with a total budget of R4,6-million. The uniform and working equipment's for the Letsema le Bolotse employees is also included in the R4,6-million.
- ✓ Implementing interns programmes to provide young people with on the-job training, provision for five(5) interns in Budget are funded by FMG grant.
- ✓ R1,8 million for land use management for economic development .
- ✓ R2,1 million has been set aside for LED projects to grow economy.

### **Improving quality of education and skilling of Community Members**

- ✓ In responding to the objectives of National Development plan , Municipality has set aside R500 thousands for bursary to assist members of community to acquire relevant skills that will improve job opportunity within and outside Moretele.

## **Public Participation Programmes**

### **Mayors outreach programmes**

Budget of R2,3-million is allocated for Mayor's outreach programme such as Rebona ka Mathlo, Tsetsepela, Mini Imbizo's, Ephala Kalafi, Sejo Sennye ga se fete molomo and Setsokotsane to address service delivery challenges and monitoring and evaluation of projects in progress. The benefits on this programme is that the Executives are in contact with the community. The R2,3-million will also include Intergovernmental Relations and Protocol Programmes This will deal with compliance on public participation with community engagement. Council conducts this session per quarter to ensures that communication is done with community.

### **Imbizo**

The amount of R1.3 million will also cater for all imbizos in 2017/18. In addition to that, council conducts monthly community meetings to provide progress on council programmes and projects.

## **Ward committee Programme**

The 2016/17 adjusted budget was R3.7 million and it is now increased to R3,9-million to provide for ward committee stipend and training .

## **Maintenance of Call Centre**

The budget of R7 million is provided for call centre, which is other mechanisms of opening communication with council. The customer care is incorporated into it. Queries of service delivery are registered on the centre to improve communication and query management.

## **Communication Programmes**

The budget of R692 thousand has been provided for communication programmes, this will include buying community radio slots, printing of community news paper Kgatelopele which provide community with information and any business opportunity within council.

### **Community Programme**

The listed programmes are meant for community benefits, this includes the following:

#### **Sports and Culture**

The sports and arts programme with total budget of R791 thousands growing from R746 thousands in 2016/17 financial year. The budget is promoting art and cultural programme and sports development of community. R500 thousand will refurbish Maubane cultural village

#### **Library programme**

R722 thousand has put aside to fund all library programmes.

#### **Disaster Programmes**

An amount of R282 thousand has been budgeted to address disaster assistance in times of need. The budget will be used to buy blankets and food in unforeseeable circumstances exist. The budget was R266 thousand in 2016/17, 6.1% growth is projected because this is used when required.

#### **Social Development**

Budget for social services Projects is R 463 thousands. The budget is for social issues such as child care facilities, the aged and disability forums.

### **Institutional Capacity through Training and Bursary for further Education**

- **Training of personnel and councillors**

The projects has a budget of R2,2 million, which it is intended for bursaries in the 2017/18 and training for officials and councillors.

- **Bursaries of staff**

Bursary of staff for capacity building is R400 000. The budget is for new intake and is for continuation of previous years bursary intake. Municipality is planning to support all managers to comply with municipal competency regulations.

### **Governance**

- **Auditing and Risk Management**

An amount of R371 thousand has been budgeted for MPAC for oversight programme, an amount of R597 thousand for Audit Committee and Risk Management and R3,5-million for external Audit.

### **Finance Cost**

The finance cost has grown from R8,8 million to R9,3-million, this is due to the DBSA pledge interest. It indicates a percentage increase of 6.1% (CPI).

### **Performance Management**

An amount of R530 thousand for 2017/18 is made available for cascading down performance management system to lower level. This budget will also assist with performance bonus of senior managers.

### **Depreciation**

Depreciation budget for 2017/18 is 40-million and the adjusted budget 2016/17 is R37-million. In previous years it was not allocated properly, however it is now corrected.

#### Monthly Projections of Revenue to be collected for Each Source

Description	Total Budget		Income											
	2016/2017	217/2018	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Marc	Apr	May	June
Own income	117 694 620	120 103 882	10 008 656	10 008 656	10 008 656	10 008 656	10 008 656	10 008 656	10 008 656	10 008 656	10 008 656	10 008 656	10 008 656	10 008 656
Grants & subsidies	380 379 123	498 510 576	41 542 548	41 542 548	41 542 548	41 542 548	41 542 548	41 542 548	41 542 548	41 542 548	41 542 548	41 542 548	41 542 548	41 542 548
Totals	498 073 743	618 614 458												

#### Monthly Projections of Expenditure and Revenue for Each Vote

Description	Total Budget		Expenditure											
	2016/2017	2017/2018	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Marc	Apr	May	June
Own income	86 284 980	173 398 962	14 449 914	14 449 914	14 449 914	14 449 914	14 449 914	14 449 914	14 449 914	14 449 914	14 449 914	14 449 914	14 449 914	14 449 914
Grants and subsidies	10 648 739	20 365 540	1 697 128	1 697 128	1 697 128	1 697 128	1 697 128	1 697 128	1 697 128	1 697 128	1 697 128	1 697 128	1 697 128	1 697 128
Salaries - Employees	76 343 326	13 407 662	1 117 305	1 117 305	1 117 305	1 117 305	1 117 305	1 117 305	1 117 305	1 117 305	1 117 305	1 117 305	1 117 305	1 117 305



## 10. Service Delivery Objectives, Indicators and Targets

### 10.1 KPA: Basic Services and Infrastructure

#### IDS: Development Objectives and Targets

KPA	Basic Services and Infrastructure									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To ensure access to portable water to all municipal households by 2022	Current WSDP was approved in 2011	Legislative compliant WSDP approved by council		R89m		Revised WSDP adopted march 2018		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q		
								3 <sup>rd</sup> Q	Approved WSDP	Copy of an approved WSDP
								4 <sup>th</sup> Q		
	41025 households with access to portable water inside dwelling	Number of households with access to portable water inside dwellings				1 800 connections completed by June 2018		1 <sup>st</sup> Q	Appointment of contractor	Proof of appointment
								2 <sup>nd</sup> Q	Site establishment and excavations	Records
								3 <sup>rd</sup> Q	Equipping of boreholes Connection of water from the borehole to reticulation	Records

KPA	Basic Services and Infrastructure									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
									Connection of 300 yard connections	
								4 <sup>th</sup> Q	Connection of 1500 yard connections Project complete	Completion certificates
								4 <sup>th</sup> Q	Connection of 400 yard connections Project complete	Records
	09 Number of villages access to underground water (Communal standpipe)	Number of communal standpipes (boreholes) erected at various villages				95 stand pipes / boreholes erected by June 2018  <ul style="list-style-type: none"> <li>• Ruigtesloot</li> <li>• Slaagboom</li> <li>• Die grens</li> <li>• Dikebu (ward10)</li> <li>• Little Trust</li> <li>• Phedile</li> <li>• Mmakgabetloane</li> <li>• Mmatlhwaela</li> <li>• Ngobi</li> <li>• Olverton</li> <li>• Voyemtine</li> <li>• Tshwene's farm</li> </ul>		1 <sup>st</sup> Q	Appointment of Consultant and contractors	Proof of appointment
								2 <sup>nd</sup> Q	Testing of Water quality and quantity	Report
								3 <sup>rd</sup> Q	Equipping of boreholes, Connection of water from the borehole to reticulation and existing storage. Installation of treatment plant	Report
								4 <sup>th</sup> Q	Project complete	Report

KPA	Basic Services and Infrastructure									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
						<ul style="list-style-type: none"> <li>Kromkuil</li> <li>Tlounane</li> </ul>				
	216 Kl of water distributed through water tankering	Kl of water distributed through water tinkering				108 KL of water distributed by June 2018		1 <sup>st</sup> Q	54.6 L	Reports
								2 <sup>nd</sup> Q	New contactor appointed with 10 trucks 18.4L	Appointment letter and reports
								3 <sup>rd</sup> Q	18.4L	Reports
								4 <sup>th</sup> Q	18.4L	Reports
To ensure that all household have access to proper sanitation by 2022	The current master plan was developed in 2010	Updated Sanitation master plans approved by council		R15m		Master plan approved by March 2018		1 <sup>st</sup> Q	Appointment of PSP	Prove of appointment
								2 <sup>nd</sup> Q	Feasibility study	Record
								3 <sup>rd</sup> Q	Preliminary report	Record
								4 <sup>th</sup> Q	Final report	Record
		Number of VIP's erected in various wards				540 VIPs erected by June 2018 Kromkuil basic sanitation (Ward		1 <sup>st</sup> Q	Appointment of contractor	Appointment letter
								2 <sup>nd</sup> Q	Site establishment	Record

KPA	Basic Services and Infrastructure									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
						23) (140 Units) and Ratsiepane (400).			and excavation	
								3 <sup>rd</sup> Q	180 units erected	Record
								4 <sup>th</sup> Q	350 units erected Completion of project	Record
		Number of VIPs maintained				10 000 VIP toilets maintained		1 <sup>st</sup> Q	2500 Units maintained	Report
								2 <sup>nd</sup> Q	2500 Units maintained	Report
								3 <sup>rd</sup> Q	2500 Units maintained	Report
								4 <sup>th</sup> Q	2500 Units maintained	Report
		Waste water treatment plant refurbished				Refurbishment of waste water treatment plant at Swartdam by June 2018		1 <sup>st</sup> Q	Appointment contractor	Proof of appointment
								2 <sup>nd</sup> Q	Assessment of the plant	Records
								3 <sup>rd</sup> Q	Refurbishment and replace the faulty equipment and pumps	Records
								4 <sup>th</sup> Q	Completions of a project	Records
To ensure that	Current access is at 38046	% of households with access to				1800 connections by June 2018		Q1		
								Q2		

KPA	Basic Services and Infrastructure									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
households have access to basic services		basic level of water						Q3		
								Q4	1800 connections completed	Projects completion reports
	Current access 24 990	% of households with access to basic level of sanitation				540 VIPs to be erected by June 2018		Q1		
								Q2		
								Q3		
								Q4	540 VIPs completed	Projects completion reports
	8% in 2016/2017	% budget allocated for infrastructure refurbishment		R20 048 208		5% spend by June 2018		Q1		
								Q2		
								Q3		
								Q4	5% spend by June	Maintenance expenditure reports

KPA	Basic Services and Infrastructure									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To provide adequate internal access roads		Construction of Thulwe Bridge completed		R38.3m		Thulwe Bridge Project completed by June 2018		1 <sup>st</sup> Q	Appointment of contractor	Proof of appointment
								2 <sup>nd</sup> Q	Site establishment	Records

KPA	Basic Services and Infrastructure									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
and storm water by 2022									and earthworks	
								3 <sup>rd</sup> Q	Construction of foundations and abutments	Records
								4 <sup>th</sup> Q	Construction of walls and roof slab	Records
		km of internal, access roads constructed				3.5 km of roads Constructed by June 2018		1 <sup>st</sup> Q	Appointment of contractor	Proof of appointment
								2 <sup>nd</sup> Q	Site establishment Clearing and grabbing	Records
								3 <sup>rd</sup> Q	Box cutting and Layer works	Records
								4 <sup>th</sup> Q	2 km paved Completion of project	Records
	200 km Maintenance of all gravel roads in 28 wards.	km of internal road maintained				200 km of roads maintained by June 2018		1 <sup>st</sup> Q	50KM maintained	Records
								2 <sup>nd</sup> Q	50KM maintained	Records
								3 <sup>rd</sup> Q	50KM maintained	Records

KPA	Basic Services and Infrastructure									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
								4 <sup>th</sup> Q	50KM maintained	Records

KPA	Basic Services and Infrastructure									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To ensure provision of public lighting to enhance public safety	Maintenance of 207 high mast light	Number of High mast lights maintained		R9.6M		207 high masts lights maintained by June 2018		1 <sup>st</sup> Q	Maintenance of 35 high mast lights	Records
								2 <sup>nd</sup> Q	Maintenance of 28 high mast lights	Records
								3 <sup>rd</sup> Q	Maintenance of 125 high mast lights	Records
								4 <sup>th</sup> Q	Maintenance of 19 high mast lights	Records

	185 of public lighting	Number of high mast lighting erected				18 units of high mast lighting erected by June 2018		1 <sup>st</sup> Q	Appointments of contractors	Records
								2 <sup>nd</sup> Q	Setting out and foundations	Records
								3 <sup>rd</sup> Q	Erection of high masts	Records
								4 <sup>th</sup> Q	Eskom connections and hand over	Records

KPA	Basic Services and Infrastructure									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To provide planning and design for community amenities	17 planned and designed	Number of community facilities constructed		R25.100M		4 Sports complexes completed by June 2018 (Ward 3,9,15&22)		1 <sup>st</sup> Q	Appointment of contractor	Proof of appointment
								2 <sup>nd</sup> Q	Site establishment and setting out	Records
								3 <sup>rd</sup> Q	Buildings and sports grounds	Records
								4 <sup>th</sup> Q	Courts, electrical connection and hand over	Records



Community Development Services

KPA	Basic Services and Infrastructure									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To create and maximize local job opportunities through EPWP	390 Ward Base EPWP Workers	Number of jobs created through EPWP		R4,7M		390 jobs created through EPWP by June 2018		1 <sup>st</sup> Q	Signing of workers contract & resumed for work Procurement of protective clothing & equipment's	Copies of contracts and reports
								2 <sup>nd</sup> Q	Capacity building of supervisors & other recruits and issuing of protective clothing	Attendance registers and reports
								3 <sup>rd</sup> Q	Monitoring & Evaluation of progress reports to Council & Public works	Progress report

KPA Basic Services and Infrastructure										
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
								4 <sup>th</sup> Q	Monitoring & Evaluation close-up reports	Attendance registers and reports
To promote adequate community infrastructure and services	4 contracted cemeteries & 1 fenced	Number of cemeteries developed		R 500 000		4 cemeteries developed by June 2018		1 <sup>st</sup> Q	Collect data on all cemeteries and host Cemetery Indaba	Attendance registers and reports
								2 <sup>nd</sup> Q	Stakeholder participation and funeral pallor workshop/ summit	Attendance registers and reports
								3 <sup>rd</sup> Q	Renovation of Moeka, Cyferkuil, Makapanstad & Bossploas cemeteries Numbering of plots	Renovation and progress reports
								4 <sup>th</sup> Q	Fencing of Slaagboom, Danhouse, Voyenteen, Motle, Lebotloane, Mocheke, Sutelong, Mogogelo, & Swartboom Tladistad, Kgomo-Kgomo, Swartdam, Bosplaas East, Maubane & Bolantlokwe	Progress reports

KPA	Basic Services and Infrastructure									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
									cemeteries	
	New	Number of early childhood development centers developed		R396 000		2 ECD's developed by June 2018		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q	1 <sup>st</sup> ECD developed to completion	Completion reports
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q	2 <sup>nd</sup> ECD developed to completion	Completion reports
To promote community safety programmes		Number of disaster awareness and mitigation campaigns implemented		R283 000		6 campaigns implemented by June 2018		1 <sup>st</sup> Q	1 campaign implemented	Campaign report
								2 <sup>nd</sup> Q	2 campaigns implemented	Campaign report
								3 <sup>rd</sup> Q	2 campaigns implemented	Campaign report
								4 <sup>th</sup> Q	1 campaign implemented	Campaign report
		Number of health campaigns implemented		R45 000		4 campaigns by June 2018		1 <sup>st</sup> Q	1 campaign implemented	Campaign report
								2 <sup>nd</sup> Q	1 campaign	Campaign

KPA	Basic Services and Infrastructure									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
									implemented	report
								3 <sup>rd</sup> Q	1 campaign implemented	Campaign report
								4 <sup>th</sup> Q	1 campaign implemented	Campaign report

KPA	Basic Services and Infrastructure									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To promote adequate community infrastructure and services	Provision of clean environment to communities.	Number of community facilities improved and maintained		R809 000		8 facilities maintained		1 <sup>st</sup> Q	2 facilities per quarter	Reports
								2 <sup>nd</sup> Q	2 facilities per quarter	Reports
								3 <sup>rd</sup> Q	2 facilities per quarter	Reports

KPA	Basic Services and Infrastructure									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
						Drilling of 4 Boreholes		4 <sup>th</sup> Q	2 facilities per quarter MossMarry hall	Reports Invoices and completion reports

KPA	Basic Services and Infrastructure									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To promote sports and community infrastructure		Maubane Cultural Village Refurbished		R500 000		Maubane Cultural Village refurbished by December 2017		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q		
								3 <sup>rd</sup> Q	Maubane Cultural Village refurbishment finalized	Completion report
								4 <sup>th</sup> Q		
		Number of sports development programmes implemented		R791 000		8 sports development programmes implemented by June 2018		1 <sup>st</sup> Q	1 sports programme implemented	Report
								2 <sup>nd</sup> Q	2 sports programme implemented	Report
								3 <sup>rd</sup> Q	2 sports programme implemented	Report

								4 <sup>th</sup> Q	1 sports programme implemented	Report
		Number of Library development and promotions porogrammes implemented		R767 000		4 development progmmes by March 2018		1 <sup>st</sup> Q	1 development progmmes completed	Completion reports
								2 <sup>nd</sup> Q	2 development progmmes completed	Completion reports
								3 <sup>rd</sup> Q	1 development progmmes completed	Completion reports
								4 <sup>th</sup> Q		

#### 10.2 KPA: Financial Management and Viability

KPA	<ul style="list-style-type: none"> <li>Financial Management and Viability</li> </ul>
Concrete	<ul style="list-style-type: none"> <li>Villages, Towns and Small Dorpies</li> <li>Setsokotsane</li> <li>Saamwerk, Sammtrek</li> </ul>

KPA	Financial Management and Viability									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To ensure and promote Financial	2016/2017 Budget was approved as	Annual budgets approved in terms of the approved		Operational		Annual budgets approved by the 31 May 2018 in		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q		

KPA	Financial Management and Viability									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
Viability & Management	prescribed in compliance with MFMA	process plan and MFMA				terms of the approved process plan and MFMA		3 <sup>rd</sup> Q	2018/19 Draft Budget tabled by council by 31 March 2018	Copy of the draft budget and council resolution
								4 <sup>th</sup> Q	2018/19 Annual Budget Approved by council by 31 May 2018	Copy of the final budget and council resolution
	95% compliance	% compliance to statutory reporting		Operational		100% compliance in all quarters		1st Q	100 % compliance on statutory reporting for the first quarter	quarterly compliance reports
								2nd Q	100 % compliance on statutory reporting for the second quarter	quarterly compliance reports
								3rd Q	100 % compliance on statutory reporting for the third quarter	quarterly compliance reports
								4th Q	100 % compliance on statutory reporting for the fourth quarter	quarterly compliance reports
	6% actually spent on maintenance of the total operating budget	% actually spent on Maintenance to the total operating budget				8% maintenance spend by June 2018		Q 1	2%	Section 71 and quarterly reports
								Q 2	4%	Section 71 and quarterly reports
								Q 3	6%	Section 71 and quarterly reports

KPA	Financial Management and Viability									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
								Q4	8%	Section 71 and quarterly reports
To ensure and promote Financial Viability & Management	99% Grants received and spent	% spending of all Grants allocation for the financial year		Operational		100% spend on all grants by June 2018		1 <sup>st</sup> Q	25% spending of all Grants allocation for the financial year	Grants report and section 71 reports
								2 <sup>nd</sup> Q	50% spending of all Grants allocation for the financial year	Grants report and section 71 reports
								3 <sup>rd</sup> Q	75% spending of all Grants allocation for the financial year	Grants report and section 71 reports
								4 <sup>th</sup> Q	100 spending of all Grants allocation for the financial year	Grants report and section 71 reports
	90% payments of service providers within 30 days	100% payments of service provider within 30 days after invoices are received		Operational				1 <sup>st</sup> Q	100% payments of service provider within 30 days after invoices are received by the municipality	Section 71 Reports
								2 <sup>nd</sup> Q	100% payments of service provider within 30 days after invoices are received by the municipality	



KPA	Financial Management and Viability									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
								3 <sup>rd</sup> Q	100% payments of service provider within 30 days after invoices are received by the municipality	
								4 <sup>th</sup> Q	100% payments of service provider within 30 days after invoices are received by the municipality	
	Non adherence to SCM turn-around time	Turn-around time in awarding of advertised tenders		Operational		Within 90 days as per the SCM regulation		1 <sup>st</sup> Q	Award all tenders advertised within 90 days as per the SCM regulation	SCM Report
								2 <sup>nd</sup> Q	Award all tenders advertised within 90 days as per the SCM regulation	
								3 <sup>rd</sup> Q	Award all tenders advertised within 90 days as per the SCM regulation	
								4 <sup>th</sup> Q	Award all tenders advertised within 90	

KPA	Financial Management and Viability									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
									days as per the SCM regulation	
	Annual assets verification.	% assets verified and accounted for by 30 June each financial year		R1.6m		100% assets verified and accounted for by June 2018		1 <sup>st</sup>	100% assets verification by end on quarter	Assets management reports
								2 <sup>nd</sup>	100% assets verification by end on quarter	
								3 <sup>rd</sup>	100% assets verification by end on quarter	
								4 <sup>th</sup>	100% assets verification by end on quarter	
	New	% stock loss allowable		Operational		5% stock loss allowable		1 <sup>st</sup> Q	5% stock loss allowable	Inventory records
								2 <sup>nd</sup> Q	5% stock loss allowable	Inventory records
								3 <sup>rd</sup> Q	5% stock loss allowable	Inventory records
								4 <sup>th</sup> Q	Keep the stock loss below 5% for quarter 4	Inventory records

KPA	Financial Management and Viability									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
		% stock kept		R371 000		20% stock level kept		1 <sup>st</sup> Q	20% stock level kept	Inventory register
								2 <sup>nd</sup> Q	20% stock level kept	Inventory register
								3 <sup>rd</sup> Q	20% stock level kept	Inventory register
								4 <sup>th</sup> Q	20% stock level kept	Inventory register
	67% spend on the 2016/2017 budget as at end March 2017	% of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan.		R203 437 990		100% by June 2018		Q1		
								Q2		
								Q3		
								Q4	100% spending by June 2018	Financial statements
		% financial viability expressed in ratios						Q1		
		"A" represents debt coverage						Q2		
		"B" represents total operating revenue received						Q3		
		"C" represents operating grants						Q4		
		"D" represents debt service								

KPA	Financial Management and Viability									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i)	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
		payments (i.e. interest redemption) due within								
	28% receiving free basic subsidy	% of households earning less than R3000 per month with access to free basic services.				19% households by June 2018		Q1	5% households	Indigent Register
								Q2	7% households	Indigent Register
								Q3	13% households	Indigent Register
								Q4	19% households	Indigent Register
	Qualified audit opinion received in 2015/2016	Improvement on the current audit opinion		R2.8m		Unqualified audit opinion received by 2017/2018		Q1		
								Q2	Unqualified audit report	AG Audit report
								Q3		
								Q4		
	Current system (Venus) not MSCOA compliant	% Financial system compliance to MSCOA requirements		R5.3m		100% by July 2017		Q1	100% System compliance	System compliance report
								Q2		
								Q3		
								Q4		

**10.3 KPA: Institutional Development and Transformation**  
**Human Resources and Cooperate Services**

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To promote institutional development and transformation	2014 HRM/D Council approved Strategy	Human resource development strategy reviewed			Operational	Human resource development strategy approved by May 2018		1 <sup>st</sup> Q	Conducting Employee Job Satisfaction Survey	Council resolution
								2 <sup>nd</sup> Q	Researching and Drafting a reviewed HRM Strategy	
								3 <sup>rd</sup> Q	Consultation with LLF and Management on the draft reviewed strategy	
								4 <sup>th</sup> Q	Council approved Strategy	
	New	Conduct Change Management and Leadership Seminar: Exco and Directors and Middle Managers held				Change Management and Leadership Workshop by November 2017		1 <sup>st</sup> Q	Facilitation of procurement processes	
								2 <sup>nd</sup> Q	Conduct Change Management and Leadership Workshop	Attendance Register and Workshop
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q		
	New	Staff Indaba			Operational	Staff indaba held by		1st		

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
		held				April 2018		Q		
								2nd Q		
								3rd Q		
								4th Q	Staff Indaba held by April 2018	Report
		% of a municipality's budget actually spent on implementing its workplace skills plan.		196 000		99.4%		Q1		
								Q2		
								Q3		
								Q4		

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To promote institutional development and	2011 - 2016 Organisational Structure	Five year projection of staff establishment		Operational		Workforce Analysis and approval of 5 year projection of Organisational		1 <sup>st</sup> Q	Conduct workforce analysis	Council approved Org. Structure
								2 <sup>nd</sup> Q	Alignment of Org.	

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
transformation		undertaken				structure undertaken by August 2017			Structure to IDP  Council Approval: Org. Structure	
								3 <sup>rd</sup> Q	Filling of Vacant Posts	
								4 <sup>th</sup> Q	Filling of Vacant Posts	
	2011- 2017 Employment Equity Plan	Review of Employment Equity Policy and Plan		Operational		Approved Employment equity plan approved by November 2017		Q1		
								2nd Q	Submission to SALGA and the Provincial Department of Labour for further input and Compliance	
								3rd Q	Submission to Council for approval	
								4th Q	Implementation	Council approved Employment
		Number of people from employment		Operational				Q1		
								Q2		

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
		equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan.						Q3		
								Q4		
	Workshop: all employees: Code of Conduct, Labour Law Amendments Grievance procedure	Staff Workshop conducted on the Code of Conduct, Labour Law Amendments and Grievance Procedure		Operational		Workshop held by November 2017		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q	Consultation with relevant Provincial stakeholders in terms of the Provincial shared services model.	Attendance Register
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q		
	12 HR Policies in place	Number of HR Policies reviewed		Operational		12 policies reviewed by Dec 2017		1st Q	Conduct policy orientation for all councilors in-house	Council approved policies



KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
								2nd Q	Council approved Policies	Council resolutions
								3rd Q		
								4th Q		
To promote institutional development and transformation	No effective fleet management monitoring system in place	An efficient fleet monitoring and tracking system procured		R300.000		Fleet management system procured by Dec 2017		Q 1	Draft spec for the fleet monitoring system	Reports
								Q 2	Procurement of the fleet monitoring system	Reports
								Q 3		
								Q4		
	Current fleet ageing	New Fleet purchased		R1.3m		Fleet purchased by March 2018		Q1	Draft spec for the procurement of the new fleet	Copy of the specifications
								Q2		
								Q3	New Fleet procured.	Purchase records
								Q4		

Admin and Council Support
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KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To safeguard	Conducive	Municipal		R1.6m		Municipal		1st Q		

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
and maintain municipal infrastructure	buildings compliant to DOL standards	buildings maintained compliant to DOL standards				buildings maintained by March 2018		2nd Q		
								3rd Q	Buildings maintenance completed	Reports
								4th Q		
	Well-functioning of air cons and safe electrical network	Air-conditioners maintained		R200 000		Quarterly maintenance of air-conditioners		Q 1	Quarterly maintenance undertaken	Records
								Q 2	Quarterly maintenance undertaken	Records
								Q 3	Quarterly maintenance undertaken	Records
								Q4	Quarterly maintenance undertaken	Records

Employee assistance program plan

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To promote and support employee wellness and assistance programmes	2 wellness day conducted by March of each year	number of wellness programmes per annum conducted		R146 000		Two wellness programmes conducted by March 2018		1 <sup>st</sup> Q	One Wellness Day in Sept 2017	Reports
								2 <sup>nd</sup> Q		
								3 <sup>rd</sup> Q	One Wellness day in March 2018	Reports
								4 <sup>th</sup> Q		
	Awareness campaigns not fully conducted	Number of Awareness campaigns held				Two awareness campaigns held		1st Q	Cancer awareness campaign in October 2017	Reports
								2nd Q		
								3rd Q	HIV / AIDS awareness campaign by Feb 2018	Reports
								4th Q		
To promote and ensure safe working environment		% compliance to occupational health and safety regulations		R419 000		100% compliance in all quarters		1st Q	100% compliance	Compliance Reports
								2nd Q	100% compliance	Compliance Reports
								3rd Q	100% compliance	Compliance Reports
								4th Q	100% compliance	Compliance Reports
To provide	Provide quality	% decrease of		R4.2.m		40% decrease on		Q1		

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
legal support to council	legal advisory services to the Council	Litigations against the Council minimized				pending litigations by Dec 2017		Q2	Engage with litigants towards finding common ground on pending cases	
								Q3		
								Q4		
To promote and ensure adequate ICT infrastructure and support		ICT Support infrastructure and support provided		R6.9M		ICT support and infrastructure required provided by the external service provider monthly		Q1	ICT support and infrastructure requirement provided quarterly	Reports
								Q2	ICT support and infrastructure requirement provided quarterly	Reports
								Q3	ICT support and infrastructure requirement provided quarterly	Reports
								Q4	ICT support and infrastructure requirement provided quarterly	Reports
		Smart HR		R5.2M		HR systems improvement and support provided in all		Q1	HR Systems maintained	Reports

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
						quarters				
								Q2	HR Systems maintained	Reports
								Q3	HR Systems maintained	Reports
								Q4	HR Systems maintained	Reports
								Q4	Maximum security provided to all facilities	Records

Integrated Development Plan Integrated Development Planning

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To provide credible municipal planning	2017 -2021 Process Plan approved	2018/2019 IDP Review Process Plan approved		R237 106		Process Plan approved by August 2018		1 <sup>st</sup> Q	Process plan approved and presented to the IDP representative forum	Copy of the Process and Council Resolution

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
								2 <sup>nd</sup> Q	Capacity Building Programme conducted	Capacity building report and attendance register
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q		
								1 <sup>st</sup> Q		
	2016/2017 IDP	IDP Reviewed and approved by Council timely				Final IDP approved by May 2018		2 <sup>nd</sup> Q	Needs Analysis Report finalised by November 2017	Report
								3 <sup>rd</sup> Q	Draft IDP approved by council by March 2018	Council Resolution
								4 <sup>th</sup> Q	Final IDP approved by council by May 2018	Council Resolution
	2016/2017 Forum established	Number of IDP Representative Forum meetings held				4 Rep Forum meetings held annually		1st Q	1 Rep forum meeting held	Meeting Notices and Attendance registers
								2nd Q	1 Rep forum meeting held	Meeting Notices and Attendance registers

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
								3rd Q	1 Rep forum meeting held	Meeting Notices and Attendance registers
								4th Q	1 Rep forum meeting held	Meeting Notices and Attendance registers
	New	Development Planning Summit held by November 2017		R160 000		Development Planning Summit held by November 2017		Q 1	Theme, Discussion documents and stakeholders identified by September 2017	Records
								Q 2	Summit held in November 2017	Records and Attendance Register
								Q 3	Report tabled as part of the Draft IDP Review in March 2018	Council Resolution



Performance Management

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To promote and support employee and development and public accountability.	2016/2017 PMS Policy	PMS Policy Reviewed and approved timely		R530 500		PMS Reviewed and approved by May 2018		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q		
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q	PMS policy reviewed and approved by May 2018	Copy of a Policy and council resolution
	2016/2017 SDBIP	2018/2019 SDBIP prepared and approved by May 2018		Operational		2018/2019 SDBIP approved by May 2018		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q		
								3 <sup>rd</sup> Q	Draft SDBIP by March 2018	Council resolution and copy of a draft
								4 <sup>th</sup> Q	Final SDBIP by May 2018	Council resolution and copy of SDBIP
	2016/2017 Performance agreements	2018/2019 Performance agreements prepared and		Operational		2018/2019 Performance agreements signed by June		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q		
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q	Performance	Copy of Agreements

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
		signed timely				2018			agreements signed by June 2018	
	Performance management only applied in senior management level	Individual performance management cascaded up to supervisor level		Operational		Individual Performance management systems cascaded by June 2018		1 <sup>st</sup>	PMS orientation workshops for managers and supervisors by July 2017  Customized performance plans linked to departmental annual performance plans signed by September 2017	Attendance register
								2 <sup>nd</sup>	Capacity building for employees below supervisors on performance management by November	Attendance register

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
									2017	Performance reports
								3 <sup>rd</sup>	Mid-term performance reviews for managers and supervisors by January 2018	
								4 <sup>th</sup>	Review of Performance management system integrating lessons learnt by May	
	2015/2017 In year Reports	In- year quarterly reports prepared and approved		Operational				1 <sup>st</sup> Q	Quarterly reports submitted	Copy of reports
								2 <sup>nd</sup> Q	Quarterly reports submitted	Copy of reports
								3 <sup>rd</sup> Q	Quarterly reports submitted	Copy of reports
								4 <sup>th</sup> Q	Quarterly reports submitted	Copy of reports

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
	2014/15 annual report	2016/2017 Annual report prepared and approved timely		R233 420		Annual report tabled by March 2018		1 <sup>st</sup> Q	Draft Annual report prepared and submitted to AG by August 2017	Acknowledgement of receipt
								2 <sup>nd</sup> Q	Tabling of 2016/2017 Annual report by December 2017	Copy of a report
								3 <sup>rd</sup> Q	Final Draft by March 2018	Copy of a report
								4 <sup>th</sup> Q		

# Monitoring and Evaluation

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To promote efficiency, innovation, results oriented and public leadership.	New	Municipal ME&E Framework developed and approved		Operational		Framework finalized by November 2017		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q	Framework developed and approved by November 2017	Council resolution and Copy of a Framework
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q		
	New	Quarterly M&E Reports		Operational		Quarterly reports tabled by January and April 2018		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q		
								3 <sup>rd</sup> Q	Quarterly report By January 2018	Reports
								4 <sup>th</sup> Q	Quarterly report By April 2018	Reports

<b>10.4 KPA: Good Governance and Public participation</b>	
<b>Concrete</b>	<ul style="list-style-type: none"> <li>• Reconciliation, Healing and Renewal</li> <li>• Saamtrek, Saamwerk</li> </ul>
<b>Internal Audit Development Objectives and Targets</b>	

KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To ensure effective oversight governance structures	Seven Audit Committee meetings held	Number of Audit Committee meetings held		R500 000.00		Six Audit Committee meetings held by June 2018		1 <sup>st</sup> Q	Two meetings held by September 2017	Minutes of the meetings and attendance registers
								2 <sup>nd</sup> Q	Two meetings held by December 2017	Minutes of the meetings and attendance registers
								3 <sup>rd</sup> Q	One meeting held by March 2018	Minutes of the meetings and attendance registers
								4 <sup>th</sup> Q	One meeting held by June 2018	Minutes of the meetings and attendance registers
	Three Risk Management Committee meetings held	Number of Risk Management Committee meetings held		R97 000.00		One meeting held by September 2017		1 <sup>st</sup> Q	One meeting held by September 2017	Minutes of the meetings and attendance registers

KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
								2 <sup>nd</sup> Q		
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q		
To provide independent, objective assurance and consulting services with regards to control, risk management and governance processes designed to add value and improve the Municipality's operations.	100% implementation of the Internal Audit Plan	% implementation of Internal Audit plan		Operational Budget		100% implementation of the audit plan by June 2018		1 <sup>st</sup> Q	25% implementation of IA plan by September 2017	Internal audit progress report to the audit committee
								2 <sup>nd</sup> Q	50% implementation of IA plan by December 2017	Internal audit progress report to the audit committee
								3 <sup>rd</sup> Q	75% implementation of IA plan by March 2018	Internal audit progress report to the audit committee
								4 <sup>th</sup> Q	100% implementation of IA plan by June 2018	Internal audit progress report to the audit committee

KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To ensure that internal audit has approved policies and procedures and strategic plan	All Internal Audit strategic Documents reviewed and approved	Internal Audit strategic documents (Charter, methodology, Three year rolling and annual plan) reviewed and approved		Operational Budget		Internal audit documents reviewed and approved by June 2018		1 <sup>st</sup> Q	Risk Management documents reviewed and approved by June 2018	Approved risk management documents
								2 <sup>nd</sup> Q	-	Approved risk management documents
								3 <sup>rd</sup> Q	-	Approved risk management documents
								4 <sup>th</sup> Q	-	Approved risk management documents
To ensure that there are approved policies and procedures for Risk Management	Risk Management documents reviewed	Risk Management Documents(Risk Strategy, Risk Policy and Fraud Prevention plan) reviewed and approved		Operational Budget		Risk management documents reviewed and approved by June 2018		1 <sup>st</sup> Q	Management documents reviewed and approved by June 2018	Approved risk management documents
								2 <sup>nd</sup> Q	-	Approved risk management documents
								3 <sup>rd</sup> Q	-	Approved risk management documents



KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
								4 <sup>th</sup> Q	-	Approved risk management documents

**Public Participation**  
Office of the Speaker

KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To promote participatory democracy and stakeholder involvement		Number of Imbizo held		R1.2m		4 imbizo held by June 2018		1 <sup>st</sup> Q	1 Imbizo	Records
								2 <sup>nd</sup> Q	1 Imbizo	Records
								3 <sup>rd</sup> Q	1 Imbizo	Records
								4 <sup>th</sup> Q	1 Imbizo	Records
		Number of ward committee meetings held in 26 Wards		R3.9M		312 ward committee meetings held		1 <sup>st</sup> Q	3 ward committee meetings per ward	Records
								2 <sup>nd</sup> Q	3 ward committee meetings per ward	Records
								3 <sup>rd</sup> Q	3 ward committee meetings per ward	Records
								4 <sup>th</sup> Q	3 ward committee	Records

KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
									meetings per ward	
		Number of community meetings held in each ward in 26 ward		R100 000		4 meetings annually per each ward (104)		1 <sup>st</sup> Q	1 community meeting per ward	Records
								2 <sup>nd</sup> Q	1 community meeting per ward	Records
								3 <sup>rd</sup> Q	1 community meeting per ward	Records
								4 <sup>th</sup> Q	1 community meeting per ward	Records
		Number of ordinary Council Meetings held		R84 000		4 meetings held		1 <sup>st</sup> Q	1 ordinary Council sitting	Council records
								2 <sup>nd</sup> Q	1 ordinary Council sitting	Council records
								3 <sup>rd</sup> Q	1 ordinary Council sitting	Council records
								4 <sup>th</sup> Q	1 ordinary Council sitting	Council records
To promote, support and capacitate all		Number of Ward Committee polices reviewed		Operational		3 policies reviewed by May 2018		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q		
								3 <sup>rd</sup> Q		

KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
ward committees and Councilors								4 <sup>th</sup> Q	Public Participation policy and strategy and Ward Committee Disciplinary and code of conduct policies review.	Copy of policies
		Ward councilors forum		Operational		4 ward councilors forums held annually		1 <sup>st</sup> Q	1 Forum held per each quarter	Reports
								2 <sup>nd</sup> Q	1 Forum held per each quarter	Reports
								3 <sup>rd</sup> Q	1 Forum held per each quarter	Reports
								4 <sup>th</sup> Q	1 Forum held per each quarter	
To promote, support and		Number of Ward Committee		R200 000		Two trainings conducted		1 <sup>st</sup> Q	August 2017	Reports
								2 <sup>nd</sup> Q		

KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
capacitate all ward committees and Councilors		Secretaries training conducted						3 <sup>rd</sup> Q	January 2018	Reports
								4 <sup>th</sup> Q		
		Number of ward committees trainings conducted				Two trainings conducted		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q	November 2017	Reports
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q	April 2018	Reports
		Number of councilor's training conducted		Operational		4 councilor development training programmes held by June 2018		1 <sup>st</sup> Q	1 councilor's training conducted	Reports
								2 <sup>nd</sup> Q	1 councilor's training conducted	Reports
								3 <sup>rd</sup> Q	1 councilor's training conducted	Reports
								4 <sup>th</sup> Q	1 councilor's training conducted	Reports
To promote, support and capacitate all ward committees and		Number of ward committee offices constructed		R750 000		1 ward offices constructed by Dec 2017		1 <sup>st</sup> Q	Building specification finalized and appointment of Contractor	Reports
								2 <sup>nd</sup> Q	Ward office	Completion report

KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
Councilors									completed	
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q		
To provide effective council administration and to enhance good governance	New	Council Recording System purchased		R300 000		Recording system purchased by October 2017		1 <sup>st</sup> Q	Supply Chain processes	Report
								2 <sup>nd</sup> Q	By October 2017	Report
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q		
		Council furniture purchased		R100 000		Council furniture purchased by September 2017		1 <sup>st</sup> Q	Furniture Purchased by September 2017	Report
								2 <sup>nd</sup> Q		
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q		
		Council Resolution Register developed and implemented		Operational		Register finalized and implemented by August 2017		1 <sup>st</sup> Q	Development of a Council resolution register	Report
								2 <sup>nd</sup> Q	Implementation and monitoring	Report
								3 <sup>rd</sup> Q	Implementation and monitoring	Report
								4 <sup>th</sup> Q	Implementation and monitoring	Report
		Corporate		Operational		Corporate		1 <sup>st</sup> Q	Development of	Copy of the

KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
		Calendar for Councilors				Calendar finalized by July 2017			Corporate Calendar by July 2017	calendar
								2 <sup>nd</sup> Q		
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q		
To promote good governance and public participation		Number of MPAC oversight programmes implemented		R571 000		4 oversight programmes by June 2018		1 <sup>st</sup> Q	1 after each quarter ending	Reports
								2 <sup>nd</sup> Q	1 after each quarter ending	Reports
								3 <sup>rd</sup> Q	1 after each quarter ending	Reports
								4 <sup>th</sup> Q	1 after each quarter ending	Reports

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KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To initiate, promote and support youth development programmes	New	Youth development strategy approved		Operational		Youth Strategy approved by September 2017		1 <sup>st</sup> Q	Strategy approved by September 2017	Copy of the strategy
								2 <sup>nd</sup> Q	Consultation on the approved strategy with youth structures	Records
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q	Youth Summit held in May	Records
		Number of young learners allocated with bursaries		R300 000		45 young learners allocated with bursaries by January 2018		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q	Report on the performance of bursary holders submitted to Council by October	Reports
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q	45 bursaries allocated with contracts signed	Reports



KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
	1 initiative held in 2015/16	Number of youth development initiatives facilitated		Operational		4 Youth based initiatives facilitated		1st Q	1 youth development initiatives per quarter	Reports
								2nd Q	1 x In partnership with LED directorate	Reports
								3rd Q	1 x In partnership with SEDA	Reports
								4th Q	1 x In partnership with NDA	1 x In partnership with the Department of Small Business Development

Women Disabled and Older Persons Support  
KPA: Good Governance and Public participation

KPA										
Good Governance and Public participation										
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To initiate, promote and support women, older persons and the disabled people support programmes	Women development strategy developed and approved	New		R 150 000		Strategy approved by January 2018		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q		
								3 <sup>rd</sup> Q	Strategy approved by January 2018	
								4 <sup>th</sup> Q	Consultation on the approved strategy with women structures	
	Older persons support framework developed	New		R 150 000		Framework developed and approved by November 2017		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q	Framework finalised by September 2017	
								3 <sup>rd</sup> Q	Consultation with Older persons forums	
								4 <sup>th</sup> Q		
	New	Disabled persons support and empowerment		R 100 000		Strategy developed and approved by		1st Q	Final strategy approved by Council	
								2nd Q	Disabled persons	

KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
		strategy				September 2017			support and empowerment summit	
								3rd Q		
								4th Q		

KPA: Good Governance and Public participation

KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To promote participatory development and accountability	4 Tsetsepela outreach meetings	Number of Tsetsepela outreach meetings held		R230 000		4 meetings held annually		1 <sup>st</sup> Q	1 meeting	Records
								2 <sup>nd</sup> Q	1 meeting	Records
								3 <sup>rd</sup> Q	1 meeting	Records
								4 <sup>th</sup> Q	1 meeting	Records
	8 Re bona ka Matlho project visit	Number of Re bona ka Matlho project visit conducted				2 Re bona ka Matlho projects visits per each quarter held by June 2018		1 <sup>st</sup> Q	2 visits	Records
								2 <sup>nd</sup> Q	2 visits	Records
								3 <sup>rd</sup> Q	2 visits	Records
								4 <sup>th</sup> Q	2 visits	Records

KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To promote poverty	250 families supported in	Number of families		R 300 000		250 poverty challenged		1 <sup>st</sup> Q	125 Families supported	Records

KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
fighting programmes	2016/17 (Ga se fete Molomo programme)	supported with food parcels				families supported by June 2018		2 <sup>nd</sup> Q	125 Families supported	Records
								3 <sup>rd</sup> Q	125 Families supported	Records
								4 <sup>th</sup> Q	125 Families supported	Records
	IGR (Mayor's Coordinating Forum) Launched	Number of Local IGR Forums held				4 IGR meetings held		1 <sup>st</sup> Q	1 meeting	Records
								2 <sup>nd</sup> Q	1 meeting	Records
								3 <sup>rd</sup> Q	1 meeting	Records
								4 <sup>th</sup> Q	1 meeting	Records

KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
	New	Number of Setsokotsane		R 250 000		26 operation centers visited		1 <sup>st</sup> Q	7 Operation Centres visited	

KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
		Operation Centres Visits				annually		2 <sup>nd</sup> Q	7 Operation Centres visited	
								3 <sup>rd</sup> Q	7 Operation Centres visited	
								4 <sup>th</sup> Q	7 Operation Centres visited	

National Calendar Days

KPA	Good Governance and Public participation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To promote and celebrate national calendar days to enhance Reconciliation, Healing and Renewal.	One	Number of Youth Day Celebrations held		R50 000		1 Youth Day held by June 2018		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q		
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q	1	
	One	Number of National Aids day commemoration held		R50 000		1 National Aids Day celebrated		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q	Records	
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q		

KPA Good Governance and Public participation

Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
	One	Mandela Day celebrated		R50 000		Mandela Day celebrated by July 2017		1 <sup>st</sup> Q	1 event held	Records
								2 <sup>nd</sup> Q		
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q		
	One	16 Days of Activism celebration		R50 00		16 Days of Activism		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q	1	
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q		



<b>10.5 KPA: Local Economic Development</b>										
<b>Concrete</b>			<ul style="list-style-type: none"> <li>• Agriculture, Culture and Tourism</li> <li>• Saamtrek, Saamwerk</li> <li>• Villages, Towns and Small Dorpies</li> </ul>							

**To promote and develop Local Economic Development**

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
Promotion of economic development in line with the VTSD Development Plan	STR strategy 2017	Moretele Regeneration Programme developed and implemented		R600 000		Regeneration Programme finalized by June 2018		1 <sup>st</sup> Q	Skills Audit Undertaken	Report
								2 <sup>nd</sup> Q	Development of an urban design framework	Report
								3 <sup>rd</sup> Q	Develop a business plan	Report
								4 <sup>th</sup> Q	Funding for the Business plan implementation sourced	Report
	LED Strategy by June 2017	LED strategy finalized		Operational		LED strategy finalized by September 2017		1 <sup>st</sup> Q	LED Strategy final Report	Copy of the strategy
								2 <sup>nd</sup> Q	Implementation of the strategy	Report
								3 <sup>rd</sup> Q	Implementation of the strategy	Report
								4 <sup>th</sup> Q	Implementation of	Report

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
									the strategy	
	Approved SMME Policy	SMME Policy finalized		Operational		SMME Policy finalized by September 2017		1 <sup>st</sup> Q	Final SMME Policy Implementation of the policy	Copy of the Policy
								2 <sup>nd</sup> Q	Implementation of the policy	
								3 <sup>rd</sup> Q	Implementation of the policy	
								4 <sup>th</sup> Q	Implementation of the policy	
	2016/2017 Forum/ Chamber of Commerce established	LED Forum/Chamber of Commerce re-constituted		R31 000		LED Forum/Chamber of Commerce re-constituted by September 2017		1 <sup>st</sup> Q	Chamber - reconstituted by September 2017	Report
								2 <sup>nd</sup> Q	I quarterly meeting	Report
								3 <sup>rd</sup> Q	I quarterly meeting	Report
								4 <sup>th</sup> Q	I quarterly meeting	Report
Capacitated and developed SMME's	200 SMMEs capacitated	Number of SMME'S exposed to various programmes and trainings		R1 000 000		250 SMMEs exposed to various programmes and trainings by June 2018		1 <sup>st</sup> Q	63 SMMEs exposed and trained on various programs	Report
								2 <sup>nd</sup> Q	63 SMMEs exposed and	Report

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
									trained on various programs	
								3 <sup>rd</sup> Q	63 SMMEs exposed and trained on various programs	Report
								4 <sup>th</sup> Q	63 SMMEs exposed and trained on various programs	Report
Job-creation and empowerment of the community	6000 jobs created in 2016/2017	Number of jobs created through municipality's local economic development initiatives including capital projects.				3800 job opportunities created by June 2018		1 <sup>st</sup> Q	800 jobs created	Report
								2 <sup>nd</sup> Q	1000 jobs created	Report
								3 <sup>rd</sup> Q	1000 jobs created	Report
								4 <sup>th</sup> Q	1000 jobs created	Report

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KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To offer small scale farmers the unique opportunity to become viable and profitable business owners	Agri-Park Master Business Plan	Bojanala PDM Agri-Park Hub established		Operational		Facilitation		1 <sup>st</sup> Q	Attending DAPPORT meetings	
								2 <sup>nd</sup> Q	Attending DAPPORT meetings	
								3 <sup>rd</sup> Q	Attending DAPPORT meetings	
								4 <sup>th</sup> Q	Attending DAPPORT meetings	
	4 projects	Number of SMME's and cooperatives supported		Operational		4 SMME's and cooperatives supported by June 2018		1 <sup>st</sup> Q	1 project	Report
								2 <sup>nd</sup> Q	1 project	Report
								3 <sup>rd</sup> Q	1 project	Report
								4 <sup>th</sup> Q	1 project	Report
	218 farmers and cooperatives trained and exposed to various programmes	Number of Farmers exposed to various programmes and trainings		Operational		250 farmers trained by June 2018		1 <sup>st</sup> Q	100 farmers and cooperatives exposed and trained on various programs	Report
								2 <sup>nd</sup> Q	50 farmers and cooperatives exposed and trained on various programs	Report
								3 <sup>rd</sup> Q	50 farmers and cooperatives exposed	Report

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
									and trained on various programs	
								4 <sup>th</sup> Q	50 farmers and cooperatives exposed and trained on various programs	Report

TOURISM DEVELOPMENT

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To promote and support Tourism development.	STR strategy; LED Strategy and SMME Policy	Tourism Development Strategy developed		R400 000		Final Strategy by November 2017		1 <sup>st</sup> Q	Stakeholder identification and consultation	Report
								2 <sup>nd</sup> Q	Tourism strategy finalized by November	Report
								3 <sup>rd</sup> Q		
								4 <sup>th</sup> Q		

ENVIRONMENTAL MANAGEMENT

KPA										
Institutional Development and Transformation										
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To promote and enhance the protection and maintenance of a clean and healthy municipal environment	Waste collection through service provider	% of households with access to waste collection services		R15,473.904		100% June 2018 (52 084 households) (150 businesses ) (100 schools)		1 <sup>st</sup> Q	100% collection of waste	Reports
								2 <sup>nd</sup> Q	100% collection of waste	Reports
								3 <sup>rd</sup> Q	100% collection of waste	Reports
								4 <sup>th</sup> Q	100% collection of waste	Reports
	By-laws in place	Number of illegal dumping sites cleaned				10 dumping sites cleaned in each quarter		1 <sup>st</sup> Q	Cleaning of the 10 illegal dumping sites	Reports
								2 <sup>nd</sup> Q	Cleaning of the 10 illegal dumping sites	Reports
								3 <sup>rd</sup> Q	Cleaning of the 10 illegal dumping sites	Reports
								4 <sup>th</sup> Q	Cleaning of the 10 illegal dumping sites	Reports
	No landfill site in place	Feasibility studies undertaken towards a		R600 000		Feasibility studies completed by December 2017		1 <sup>st</sup> Q		
								2 <sup>nd</sup> Q	Final Feasibility studies	Report
								3 <sup>rd</sup> Q	Licensing	Report

KPA	Institutional Development and Transformation									
Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
		Licensed Land Fill site by 2019/2020							measures undertaken	
								4 <sup>th</sup> Q	Business Plan developed	Report

TOWN PLANNING
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KPA	Institutional Development and Transformation
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Strategic Objective	Baseline	Key Performance Indicator (MSA 26 (i))	Revised KPI	Budget MFMA 16 -17	Revised Budget	Annual Performance Target	Revised Annual Target	Quarterly Projections / process indicator		Portfolio of Evidence
To ensure proper land coordination and harmonious developments	Outdated SDF and Status Quo Report	Spatial Development Framework (SDF) finalized		R1.8 million		Final SDF by March 2018		1 <sup>st</sup> Q	Adoption of the Draft by Council	Copy of the draft SDF
								2 <sup>nd</sup> Q	Public Participation on the draft SDF	Records
								3 <sup>rd</sup> Q	Approval of the Final SDF by Council	Final SDF copy
								4 <sup>th</sup> Q		
	Land Use Management Scheme	Number of Awareness campaigns on the Implementation of the Land Use Management Scheme		Operational		2 campaigns per each quarter		1 <sup>st</sup> Q	2 campaigns	Reports
								2 <sup>nd</sup> Q	2 campaigns	Reports
								3 <sup>rd</sup> Q	2 campaigns	Reports
								4 <sup>th</sup> Q	2 campaigns	Reports
To promote security of tenure	6 formalized areas	Number of tenure upgrading projects facilitated to completion		Operational		4 projects by June 2018 (Mogogelo, Carousel View, Mmakaunynae and Cyferskuil)		1 <sup>st</sup> Q	Engagements with DRDLR and appointed service providers	Reports
								2 <sup>nd</sup> Q	+	Reports
								3 <sup>rd</sup> Q	Engagements with DRDLR and appointed service providers	Reports
								4 <sup>th</sup> Q	Engagements with DRDLR and appointed service providers	Reports

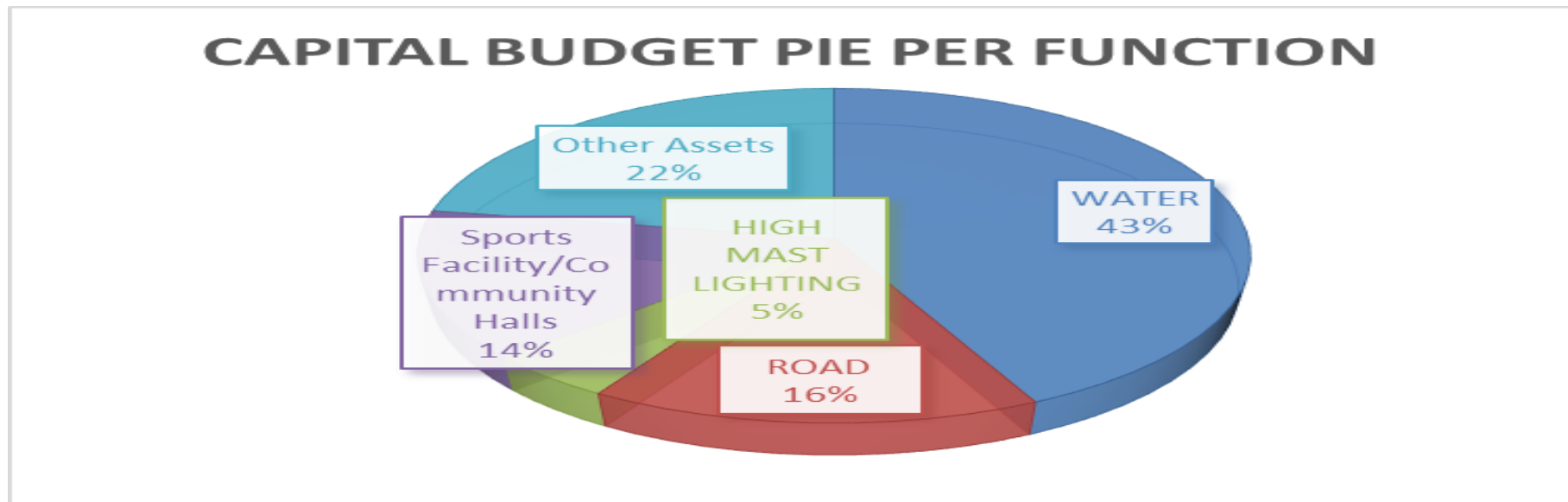
## **11. 2017/ 2018 (MTREF) Capital Projects**

### **CAPITAL BUDGET**

The total capital budget is R208-million and is funded by MIG with R69,9-million, DWA R62-million, department of Sports, Art and Culture R15-million and Internal funding of R71-million. Therefore is 66% capital budget funded by grants, however there is an improvement as the internally funding is 34% of the total capital budget.

Municipality is still challenged with satisfying all communities in terms of water supply. Water tankering is used a short term mechanism, in the meantime while boreholes are being constructed. DWA is assisting council with installation of bulk line and storage facilities on Klipdrift Scheme; this will reduce the water shortage in a long term. The project is anticipated to be completed in June 2017.

The capital expenditure is apportioned as follows;



- Water R89-million or 43% of the total capital budget, funded by MIG and DWA
- Roads R38,3-million or 18% of the total capital budget and funded by MIG
- High mast Light R9,6-million or 5% of the total capital budget and funded by own cash-back reserves
- Sports facilities and Community Halls R30,1-million or 14% of the total capital budget and funded by MIG and Department of Sports, Art and Culture
- Other Assets R46,3-million or 22% of the total capital budget and funded by own cash-back reserves, this include the followings:-



Description	MIG 2017/18	DWS 2017/18	Sports & Recreation 2017/18	Internal Funding	Total Budget 2017/18
WATER	21,000,000	62,000,000	-	6,000,000	89,000,000
Temba bulk (Mathibestad ward 24)	2,000,000.00				2,000,000
Motla/Moeka water floods Catchment area				4,000,000.00	4,000,000
Refurbishment of Boreholes ward 02 Voyteen and Olverton				2,000,000.00	2,000,000
Water Reticulation & yard connections in Ward 3	10,000,000				10,000,000
Water Reticulation & yard connections in Ward 5	9,000,000				9,000,000
Slaagboom Ward 04 Water Scheme and Storage		3,000,000			3,000,000
Tshwene's Farm Ward 23 Water Scheme and Storage		3,000,000			3,000,000
Kromkuil Ward 23 Water Scheme and Storage		3,000,000			3,000,000
Regtesloot ward 01 Water Scheme and Storage		5,000,000			5,000,000
Degrans Ward 01 Water Scheme and Storage		5,000,000			5,000,000
Little Ward 01 Water Scheme and Storage		5,000,000			5,000,000
Phedile Ward 01 Water Scheme and Storage		5,000,000			5,000,000

Description	MIG 2017/18	DWS 2017/18	Sports & Recreation 2017/18	Internal Funding	Total Budget 2017/18
Dikebu- Ward 10 Water Scheme and Storage		4,000,000			4,000,000
Makgabetloane Ward 10 Water Scheme and Storage		2,000,000			2,000,000
Matlhaela Ward 10 Water Scheme and Storage		4,000,000			4,000,000
Ngobi Ward 6 Water Scheme and Storage		2,000,000			2,000,000
Dipetlelwane Ward 02 Water scheme and Storage		3,000,000			3,000,000
Swartdam Treatment plant Refurbishment		10,000,000			10,000,000
Olverton Ward 02 Water scheme and Storage		1,000,000			1,000,000
Voynteen Ward 02 Water scheme and Storage		1,000,000			1,000,000
Tlounane Ward 02 Treatment plant		6,000,000			6,000,000
ROAD	29,382,041	-	-	9,000,000	38,382,041
Thulwe Bridge	19,000,000			4,000,000	23,000,000
Ngobi Ward 06 Access road				5,000,000	5,000,000
Internal Roads in Mogogelo	10,382,041				10,382,041

Description	MIG 2017/18	DWS 2017/18	Sports & Recreation 2017/18	Internal Funding	Total Budget 2017/18
HIGH MAST LIGHTING	-	-	-	9,655,949	9,655,949
Makapanstad Ward 20 High Mast Lights				4,500,000	4,500,000
Ward 14 high mast lights				5,155,949	5,155,949
Sports Facility/Community Halls	9,600,000	-	15,000,000	500,000	25,100,000
Ward 15 sports complex	9,600,000	-	-	-	9,600,000
Mmotle Ward 9 Sports Complex			5,000,000		5,000,000
Dertig Ward 22 Sports Complex			5,000,000		5,000,000
Cyferskuil Ward 3 Sports Complex			5,000,000		5,000,000
Refurbishment of Cementry ward 03 Cyferskuil				100,000	100,000
Refurbishment of Cementry ward 22 Bosplaas				200,000	200,000
Refurbishment of Cementry ward 20 Makapan				100,000	100,000
Refurbishment of Cementry ward Moeka				100,000	100,000
Ward 6 Community Hall					
Ngobi Community Hall				-	-

Description	MIG 2017/18	DWS 2017/18	Sports & Recreation 2017/18	Internal Funding	Total Budget 2017/18
Total Infrastructure	59,982,041	62,000,000	15,000,000	25,155,949	162,137,990

Other Assets	-	-	-	46,300,000	46,300,000
Municipal Office Building				18,100,000	18,100,000
Ward Office Building Carousel View				750,000	750,000
Yellow Fleet				9,600,000	9,600,000
Tractor				200,000	200,000
Sledge				250,000	250,000
ICT Cabling for new building and ward offices				15,000,000	15,000,000
Park				500,000	500,000
Furniture				100,000	100,000
Recording system				300,000	300,000
Aircons				200,000	200,000
Sedan x2				500,000	500,000
Municipal Vehicle Double Cap x2				800,000	800,000
<u>Total Capital Budget</u>	59,982,041	62,000,000	15,000,000	71,455,949	208,437,990



There is an amount of R20-million for Sanitation which is funded by MIG and own funding. This expenditure categorised as operational expenditure as it does not meet the recognition criteria of GRA 17.

Basic Sanitation

Description	MIG 2017/18	DWS 2017/18	Sports & Recreation 2017/18	Internal Funding	Total Budget 2017/18
SANITATION	10,000,000	-	-	10,000,000	15,000,000
Ward 10 Basic sanitation				2,000,000	2,000,000
Ratsiepane Ward 26 Basic Sanitation	5,000,000				5,000,000
Mathibestad Ward 24 Basic Sanitation				4,000,000	4,000,000
Mathibestad Ward 18 Basic Sanitation	-			4,000,000	4,000,000

## 12. Implementation, Monitoring and Reporting of the 2017/2018 SDBIP

- Directors are to submit monthly reports to the Municipal Manager by Directors, the Municipal Manager submits to the Mayor in accordance with section 71 (g) (ii) of the MFMA
- The Mayor submits quarterly reports to Council in accordance with section 52 (d) of MFMA indicating progress in the implementation of the SDBIP
- The revision of the SDBIP may be done as per section 54 (1) (c) of the MFMA as part of the adjustment budget.
- Section 121 of the MFMA requires a municipality to account in a form of an assessment of performance against the measurable objectives set in the IDP and SDBIP.
- Monthly Projections as per Final Budget 2017/2018.

Choose name from list - Table A7 Consolidated Budgeted Cash Flows

Description	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>R thousand</b>							
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
Property rates	33,459	33,459	33,459		38,000	50,714	53,808
Service charges	2,047	2,047	2,047		1,418	50,151	53,210
Other revenue	40,107	40,107	40,107		113	120	128
Government - operating	282,565	267,207	267,207		286,645	308,204	325,068
Government - capital	150,733	150,733	150,733		211,866	215,260	229,643
Interest	4,169	11,812	11,812		12,533	25,325	26,870
Dividends					-	-	-
<b>Payments</b>							
Suppliers and employees	(300,410)	(331,943)	(331,943)		(332,652)	(408,342)	(433,633)
Finance charges	(6,877)	(6,877)	(6,877)		(9,386)	(9,940)	(10,517)
Transfers and Grants	(19,195)	(19,195)	(19,195)		(20,366)	(21,567)	(22,818)
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>186,598</b>	<b>147,350</b>	<b>147,350</b>	<b>-</b>	<b>188,171</b>	<b>209,925</b>	<b>221,759</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds on disposal of PPE					-	-	-
Decrease (Increase) in non-current debtors					-	-	-
Decrease (increase) other non-current receivables					-	-	-
Decrease (increase) in non-current investments	50,000	50,000	50,000		-	-	-
<b>Payments</b>							
Capital assets	(159,759)	(132,403)	(132,403)		(208,438)	(123,778)	(131,095)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>(109,759)</b>	<b>(82,403)</b>	<b>(82,403)</b>	<b>-</b>	<b>(208,438)</b>	<b>(123,778)</b>	<b>(131,095)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
Short term loans					-	-	-
Borrowing long term/refinancing					-	-	-
Increase (decrease) in consumer deposits					-	-	-
<b>Payments</b>							
Repayment of borrowing	(74,425)	(72,847)	(72,847)		(47,000)	-	-
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	<b>(74,425)</b>	<b>(72,847)</b>	<b>(72,847)</b>	<b>-</b>	<b>(47,000)</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>2,414</b>	<b>(7,900)</b>	<b>(7,900)</b>	<b>-</b>	<b>(67,267)</b>	<b>86,147</b>	<b>90,664</b>
Cash/cash equivalents at the year begin:	158,426	106,000	106,000		98,100	30,833	116,980
Cash/cash equivalents at the year end:	160,840	98,100	98,100		30,833	116,980	207,644

